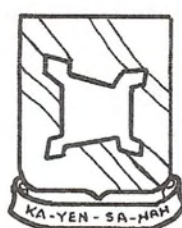




PROFESSIONALS ON REVIEW



AN HISTORIC PROFILE
OF THE
98TH 'IROQUOIS' DIVISION

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Foreword

by
MAJOR GENERAL CHARLES D. BARRETT
Commander, 98th Division (Training)



Prepared, proud, professional -- these three words characterize the soldiers of the 98th Division. Seven thousand strong, these men and women from communities across upstate New York carry on the two-hundred and seven year tradition of the citizen-soldier -- willingly and effectively pursuing both civilian and military careers. In so doing, they follow the sixty-year tradition of service established by all who have worn the 'Iroquois' shoulder patch.

An extensive mix of reserve units is required for the Army to respond in any contingency. Thus, the 98th Division today is a complex organization. Since 1976, the division has included an array of combat support and combat service support elements in addition to the organic training division commands. Divisional units are targeted and prepared to augment Active Component forces at continental United States and overseas locations via CAPSTONE and Rapid Deployment Force relationships. Year-round Annual Training and counterparting continue as tools of the "Iroquois" soldiers to help forge the Total Force.

Join with me in reviewing the 98th Division's sixty years of dedicated service to nation and community.

CHARLES D. BARRETT
Major General, USAR
Commanding

INTRODUCTION



"We no longer differentiate in an ultimate sense between Army...and Reserve forces. Every energy is bent to the development of the Army of the United States. Our purpose is to think only of the American citizen who is to be a soldier in that Army and to prepare him in time of peace for duties in war."

--General John J. Pershing

Preparedness and service--both are the keynotes of the 98th Division's sixty-year history. Division personnel today face a series of challenges similar to those of their forebearers in content, but different in intensity. First and foremost, military service must continue to be performed as a profession, a high calling, not just another job. This profession requires sacrifice and a code of ethics which commits each soldier who wears the Iroquois patch to personal and unit readiness. Second, all must strive to meet the challenges of developing lean, but

effective units. The mission and organizational changes throughout the division's sixty years have been designed to provide each soldier with a meaningful and demanding job--not to redundantly large organizations. And third, all Iroquois soldiers must continue to build public confidence. The Army as an institution is no more effective than its members. "They" don't make things happen, we do. Throughout the division's history, community service projects have been an effective vehicle for demonstrating the professionalism, capabilities, commitment and readiness of the Reserve.

As you read this history, look for the themes that are present throughout. It is easy to concentrate only on today's challenges and shortcomings, and miss the long term progress there has been. Change in the Army has been evolutionary, not revolutionary. It is dramatic only when viewed in a historical context.

One theme is the growing recognition of reserve professionalism by the Army's active component. The TOTAL FORCE is today's expression of a theme which runs throughout the division's life-readiness. Through thirty-eight years as an infantry division, and twenty-two as a training division, the 98th has been a constituted military force available in three wars, originally envisioned for a fourth and available today for any contingency. Look also for evidence of improving resources available. Equipment, reserve centers, augmentees, full time civilian staffing, increased benefits--all came with expanding responsibilities. And, lastly, recognize the continuity of change. As the nation's security needs have developed, the division's missions have been modified. Refinement and tailoring can become individually frustrating, but they also demonstrate responsiveness to security needs. And that's what the 98th Division is all about.

by Major Laurence W. Feasel
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DIVISION TODAY

The 98th Division (Iroquois) today is composed of two major elements - the organic training division commands and other assigned units. The mission of the 3,121 personnel authorized in the organic elements of the division is to operate an Army Training Center and to conduct Basic Training, One Station Unit Training, and Advanced Individual Training. In human terms, its mission is to make soldiers of 13,855 young Americans per cycle. All this is accomplished by four training brigades, a Training Command and a Headquarters Command. The division provides all of the additional Engineer training capability in the Reserve Components for mobilization and has been tailored to round out the trainer needs of the United States Army Training Center Engineer at Fort Leonard Wood, Missouri.



Iroquois Drill Sergeant helps a trainee on the rifle range during Annual Training.



Engineers perform mission-oriented training -- a key element of mobilization readiness -- at military installations during Annual Training, at Weekend Training Sites near home, and on local community support projects.

INACTIVE DUTY TRAINING

During Inactive Duty Training, the division also serves as a command and control headquarters for another 4,000 reservists across upstate New York. These individuals belong to seventeen combat support and combat service support units which were assigned to the division through the Program to Improve Reserve Components (PIRC). The units are predominantly corps and theater level organizations which will provide critically needed capabilities. As a result of the CAPSTONE program, these units will increasingly train with their mobilization partners. The division mission is to develop the readiness of these units which will leave it on mobilization.



98th DIVISION, ORGANIZED RESERVE - 1921-1941

The Iroquois Division has the unique right to claim two birthdays--July 23, 1918 and June 24, 1921. The first date is based on the division's partial organization during the closing months of World War I. As combat on the Western Front remained static in early 1918, Army planners decided that additional divisions might be needed to bolster Gen. "Black Jack" Pershing's American Expeditionary Force. Thus, Headquarters, 98th Division, was "constituted" on July 23, 1918 at Camp McClellan, Alabama. The division was organized on paper, a Chief of Staff and regimental commanders were chosen, and in October troop-fill commenced. But the Armistice between Germany and the Allies ended further action. The division was demobilized in November after four months of existence--never having been completely organized.

As officers returned from Europe and were discharged, the War Department realized that a pool of combat expertise was being lost. This led Congress to pass the National

Defense Act of 1920 which provided for a small active component with substantial Reserve and National Guard augmentation. The federal portion was to be called the Organized Reserve. A reservist of the period summarized the significance;

"Someone had a dream of salvaging something from the tremendous accumulation of experience that the war had brought and had evolved a plan new to Americans of a Federal Reserve Force..."

The 98th Division was formally established as a component of the Organized Reserve on June 24, 1921 and assigned to II Corps (a relationship which would last off and on for forty-six years).

During the twenties and thirties, the 98th was organized as a square division with four line infantry regiments. The commands were located throughout upstate New York. The division headquarters exercised command and control from Syracuse. The 389th Regimental

headquarters were located in Albany, the 390th and 392d in Buffalo and 391st in Rochester. Division artillery regiments operated out of Rochester and Syracuse. Battalion and company sized support units were also established at various locations.

The heraldry of the new 98th Division mirrored its geographical home. The colors selected for the division patch were those of the Dutch house of Nassau--one of the first patroon families to settle on the Hudson River in the colony of New Amsterdam which later after English conquest would become New York. The main feature of the patch, an Indian head, symbolized the Five Nations of the Iroquois--the most powerful Indians of the seventeenth and eighteenth centuries and renowned to this day for their highly developed system of representative government. Regimental crests also reflected the area of assignment. The colorful proud heraldry could not hide the real challenges and problems, however.



Officers of the 391st Infantry Regiment at Plattsburg Barracks, New York, in July, 1928.

HISTORY OF THE 98th DIVISION



EARLY CONCERNS

Personnel strength was a major concern from the very beginning. The division was authorized to fill only key leadership, staff and management positions. The War Department's plan was that all other positions in the Organized Reserve could be filled with NCO fillers, and draftees on mobilization. The reality was that enlisted manpower was practically non-existent. Officers virtually kept the division alive. The absence of a military draft with its artificial stimulus to serve in the reserve, coupled with the popular feeling of a nation which wanted to return to "normalcy," made adequate staffing nearly impossible. Later in the twenties, one national program was initiated which provided long term assistance--the Citizens Military Training Camp (CMTC). Divisional units served annual training tours instructing at these camps which were held at various upstate sites. The camp was a strictly volunteer program. Attendees maintained their civilian status while being trained in military related skills. Although a service obligation was not incurred, the CMTC was the first contact with the military for a substantial number of individuals who subsequently became commissioned officers.

Equipment was the second major problem area. Iroquois soldiers of this period would have welcomed even obsolete equipment. Hardware for training was in short supply. In addition to manpower and equipment shortages, financing of the Organized Reserve program was precarious at best. Federal funds were cut to the bone. One military historian forthrightly refers to this as the period of budgetary strangulation.

With the Depression, the mission of the 98th moved closer to community

service. The Army and its reserve components were given responsibility for a major relief program--the Civilian Conservation Corps. The CCC ultimately provided two million men with jobs and pay. Reserve officers from the 98th were among those called to active duty for periods up to three years to run the CCC camps.

WORLD WAR II ACTIVATION

America paid dearly for the military short sightedness of the twenties and thirties beginning with the Japanese attack on Pearl Harbor, December 7, 1941. The military philosophy of 1920-41 had been one of a small, expandable Army coupled with a large reserve and guard force immediately available for mobilization in a national emergency. However, in early 1942 the financial, personnel, and equipment plight of the reserve forces prevented quick deployment.

Fifty-four days after the declaration of war, the 98th Infantry Division became an active Army division, and later formed on September 15, 1942 at Camp

Breckinridge, Kentucky. The troop fill-cycle started in November, 1942, and notably the geographical character of the division remained through assignment of draftees from New York and New England.

In terms of organization, the 98th was activated as a triangular infantry division. The combat core consisted of three infantry regiments (389, 390, 391), three battalions of light field artillery (367, 368, 923), and a battalion of medium field artillery (369). "Special Troops" including a medical battalion, engineer battalion, division headquarters company, light maintenance ordnance company, signal company, quartermaster company, cavalry reconnaissance troop, and a military police platoon rendered combat and service support.

Finally staffed and organized, the division started its mobilization training. A team spirit developed which held until 1945 when the men of 1942 began rotating out of the service. The importance of the continuity of this team cannot be overestimated when later we discuss the frustration of 1945.



98th Division officers were cadre of CMTC trainees at Plattsburg Barracks in 1928.

HISTORY OF THE 98th DIVISION



While in training, the 98th became vitally involved in community service during the Kentucky floods of spring, 1943. Iroquois soldiers participated in many rescue operations of beleaguered farmers and also worked in the fields to help salvage crops. Local civic leaders sent numerous commendations and other expressions of thanks for a job well done.

Bound for Tennessee--Yea, no kiddin'. I got it in the latrine. You did?--Yeh, I heard we move Saturday night at 8.--Yeh, that's what they're saying--Hell, we'll be real veterans now."

--from "The Seneca," the 389th Inf Regt. Magazine

After completing mobilization training, the unit moved to Tennessee for combat maneuvers and from there to Camp Rucker, Alabama. By the time of arrival at Rucker the division had passed its readiness test, and had turned its attention to refresher training. Then came the wait for deployment.

During this period, the Quartermaster General of the Army approved the Headquarters, and Headquarters Company, 98th Division "badge" which is still in use today. The colors blue and red symbolized the cooperation of the Infantry-Artillery team, the blank scroll implied "here upon our deeds will be inscribed," and the indian head from the divisional patch, and the nine-sided monagon and the eight-sided octagon indicated the numerical designation of the division were included.

Meanwhile, the stay at Rucker took its toll. What had started out optimistically as "Alabama bound! Yipes! The Yanks are coming," became "Rucker--lovely jewel--Famed as the home of the Family Cockroach--What a dirty, filthy place this is!" Luckily for the morale the stay was not long. Before the division



Training completed, division troops pass in review prior to embarkation.

could get into the rut of garrison life, alert orders arrived. Then the training, personnel processing, and equipment preparation called POM, Preparation for Overseas Movement, began.

WORLD WAR II DEPLOYMENT

We're on a secret mission--don't say a word. Running towns and racing telephone posts. The muddy Mississippi--Minneapolis. Kansas grain waving in the sunlight--curious people. Ermined mountains--fish in the Columbia. Slivers of tracks speeding past, front and rear. Where we going? Who gives a damn!

Finally, there was movement. After more than eighteen months of training and testing, the division prepared for deployment. Morale

soared at the prospect of DOING SOMETHING. Troop trains composed of troop sleepers, ancient converted Pullmans, and troop kitchen cars carried their human cargo to Fort Lawton, Washington. There more inspections ensued, but in a short period the 98th was on its way. This time, the destination was the port of embarkation--Seattle, for further movement to Hawaii.

On April 19, 1945, the troop ships arrived at Oahu, Hawaii, where the Iroquois soldiers relieved the 33d Division of the responsibility for defense of the Hawaiian Islands, and began training for Asiatic deployment. The Nazi Village training of Camp Breckinridge was replaced by jungle school.

As soon as the unit had mastered village fighting, night patrolling and



Artillery truck in convoy plows through hub-high mud at Camp Breckinridge, Kentucky, during spring field problem.

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hip firing, attention turned to amphibious training. Attack transport replaced troop ship in the GI's vocabulary. Likewise, "over the side" superseded "hit the ground" as the most frequently heard order.

To the GIs, the mission was now clear--participation in one of General Douglas MacArthur's island-hopping exercises. They were close to the truth. What the War Department had in mind for the 98th was not an amphibious assault on any island, but 'Operation Olympic,' the invasion of Japan.

As the Pacific fleet and MacArthur's ground forces moved closer to the island empire, War Department strategists turned to planning the invasion of Japan. If they had any doubts as to the ferocity of the Japanese response to such a campaign, the kamikaze pilots and suicide infantry squads answered them. The planners called for two invasions: Operations Olympic about November 1, 1945 on the island of Kyushu and Operation Coronet about March 1, 1946 on Honshu. The 98th was planned to be one of the thirteen divisions involved in the invasion of Kyushu. The Iroquois soldiers were alert and ready.

As the Division continued its amphibious exercises in Hawaii, many troops, unaware of the role slated for the division, became more disheartened as months and campaigns passed them by. The attitude of the troops can be summed up in a short selection from *Seneca*, the 389th Infantry Regiment's magazine:

*There's a war to be won, and you're
The boy's to do it. Let's have another
beer.*

*Let's have another problem--need the
practice.*

*Let's have another inspection--your
shoes are dirty.*

*When did you bite your nails last?
And rumors fly--"and we invade
Saipan"*

*Then Iwo Jima--what a battle--my
back is*

Getting bed sores. What a way to fight.

Hold on, this is it.

*"What have you got on Oahu,
Richardson?"*

*Just the 98th and 20,000 cases of beer,
Mac."*

*The hell with the 98th, General--Send
me the 20,000 cases of beer."*

And we stay and the beer goes to war.

The slightly veiled frustration was universal. The majority of this Iroquois group had been together since organization in '42 and wanted to do what they had been endlessly training for.

For two hundred men, both officer and enlisted, frustration was short-lived. This group trained with Amphibious Forces, Pacific Fleet and returned later as a combat experienced nucleus for the division. The two-hundred men participated in the Leyte Gulf landing in the Philippines by manning floating gun platforms. As MacArthur's forces waded ashore, these Iroquois soldiers crewed 4.2 mortars which were



First division history booklet published during World War II.

mounted on landing craft and covered the assault waves with chemical fire against the Japanese defenders. These men were awarded the Combat Infantryman's Badge for their actions.

Meanwhile, on Hawaii, training continued as usual. Ultimately, however, the combat destiny of the division was not to be influenced by its scores on debarkation tests, but by an Army Air Force unit on the island of Tinian. The crew and weaponry aboard a B-29 bomber named *Enola Gay* revolutionized warfare and cancelled the 98th's combat role. The aftermath of the Hiroshima and Nagasaki bombings changed the situation in the Pacific radically. People imbued with the traditions of bushido and hari-kari who were expected to fight till the death were confused and unnerved by the mass destruction. Japan capitulated shortly thereafter.

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WORLD WAR II — OCCUPATION DUTY

Twenty-two days after the surrender the 98th left Hawaii for occupation duty. The mission was to secure an area on the main island of Honshu encompassing the industrial city of Osaka and the ancient imperial city of Kyoto. At the time of embarkation, the War Department could not predict the reaction of the average Japanese citizen even though the government had capitulated. So the 98th went combat loaded, and landed on September 27, 1945 in assault formation. There was no resistance, so the unit looked to the more mundane problem of finding troop billets in an area of responsibility which had been heavily bombed.

The division's major occupation responsibilities were:

- *Supervision of Japanese demobilization,

- *Seizure and disposition of property and material belonging to their armed forces,

- *Complete destruction of their war potential, and

- *Re-establishment of the Japanese civilian economy.

In addition, the 98th was given a civil affairs responsibility, including:

- *Assistance to and repatriation of foreign nationals imprisoned in Japanese POW camps,

- *Supervision of industrial reconversion to civilian purposes,

- *Liquidation of certain banks,

- *Intensification of the Japanese agricultural program in order to prevent famine, and

- *Supervision of the Japanese distribution system.

These missions encompassed both military and civilian relief aspects--missions for which there had been no training. Nonetheless, the job was completed with distinction.

The major effort was the location, seizure, and disposition of military supplies which often were hidden to

prevent detection. During the one hundred and thirty-six days that the 98th was in Japan, 1,902 supply caches (referred to as "targets") were processed. The items handled included narcotics, silver (sixty tons from the Imperial Mint at Osaka), weapons, ammunition, explosives (the Hirakata Arsenal alone yielded three and one half million shells and three million dies of various types and sizes), vehicles, and uranium from the atomic research facility at the University of Kyoto.

Items which could be useful to the populace were turned over to the Japanese authorities for distribution. The effectiveness of the division in this mission can be measured by the fact that only fourteen targets out of nearly two thousand assigned were incomplete when the division was relieved of its occupational responsibilities.



Paperwork played a big role in occupation duty - especially for these men in the Adjutant General's office at division headquarters.

The performance of other facets of the mission also was noteworthy. Division troops released seven hundred and fifty Chinese from Japanese POW camps, gave them medical care, and processed them for home. In the area of industrial reconversion, more than one hundred and sixty-five industries applied for operation permits and over sixty began civilian production under the division's supervision.

There also were many intangible aspects to the occupation role. The division handled all actions affecting the Japanese through their existing governmental structure, thus contributing to the development of responsible government. Wartime press censorship ended. Friendship between division troops and the Japanese was immediate and widespread. There were no major incidents on either side. Significantly, two groups which had fought each other with a ferocity growing from hatred not only co-existed but also developed friendships.

But there were problems too, such as finding adequate billets and dealing with the declining morale of troops who had been in uniform since 1942 and wondered why they still were now that the war was over. Ninety-three days into the occupation the problems of maintaining effectiveness were compounded when the first four thousand members of the "42 team" rotated home.

On January 5, 1946, another 1,583 left. By the one hundred and twentieth day of occupation, the major portion of the division had left--officer strength was down by two hundred and fifty and enlisted by seven thousand! The new leadership drafted contingency plans for basic and advanced training of replacements.

During the rotation period the 98th was faced with a typhus epidemic in Osaka. The division Medical Battalion, understrength due to troop rotation, entered civilian service and broke the back of the epidemic. When the U.S. Army Typhus Control Commission arrived later it praised the division effort and offered additional support. The quick suppression of the typhus outbreak was to the credit of the dwindling number of Iroquois soldiers.

On January 17, 1946, the War Department notified the division that

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it would be relieved of its occupation duties by the 25th Infantry Division. The command was thus disbanded within thirty days after the departure of the "42 team". For a short time, a unit called the 98th Provisional Detachment remained, but its sole purpose was to close out the division's records. The fighting team of the mud of Breckinridge that had been destined for the invasion of Japan retired its colors.

*And so it's build and build
And dream and dream.
And that day is near.
But for now, just build and build.
Paint and paint, police and police.
Inspection today, inspection tomorrow.
The day is near
But for now, paint and police.
Dream and Dream, the day is here.
Stay with the outfit if you like,
But me—hell, I'm going home.*

*—from the "Seneca"
(389th Inf. Reg. Magazine)*

POST WORLD WAR II DIVISION

Ten months and a few days after the divisional colors had been sheathed in Osaka, the Iroquois Division returned to reserve status under provision of First Army General Order 152. Activation ceremonies were held on April 18, 1947 in Syracuse, N.Y. amid the growing realization that a more dangerous form of war or a more demanding form of peace was evolving--the so-called Cold War. The senior officer in attendance, Gen. Courtney Hodges, the Commanding General of First Army, underscored the worries of the age:

"In these uncertain days sometimes referred to as an uneasy Armistice, when our leaders are urging that America be kept strong and ready, the reorganization of our reserve divisions is of vital importance to the



Post World War II Iroquois soldiers underwent intensive realistic combat training at Camp Drum.

country...It is a continuously strong America which can make enduring peace."

The Rochester Democrat & Chronicle trumpeted the challenge:

"Sharply warned that America faces no 'breathing space' for mobilization for the next emergency, four crack upstate units of the Organized Reserve Corps, U.S. Army, last night rejoined the civilian backbone of the military might of the nation...The reservists...swung back into the preparedness role they carried before Pearl Harbor and accepted the challenge to preserve the integrity of the nation."

The division grew quickly from the early days of 1947, under Rochester's Colonel Kenneth C. Townsend, acting commander. Effective November 1, 1953, its combat ready status was recognized as the division was "advanced from initial activation to maintenance status." Also in 1953, the Office of Military History, Department of the Army, officially designated the unit the 98th (Iroquois) Infantry Division, thus recognizing its origins and heritage.

The 98th Infantry Division annually demonstrated its combat readiness through field training exercises at Pine Camp (now Fort

Drum), N.Y. In addition, the division's command echelons exhibited ability to react with decisiveness in simulated invasions of Europe. These exercises, emphasized the total force concept by combining elements of the Active Component, Army Reserve and National Guard.

A TRAINING CENTER IN RESERVE

April 1, 1959, marked a decided change in mission and organization for the division. Under provisions of TOE 29-7T, the 98th Infantry Division (USAR) was to be reorganized and redesignated the 98th Division (Training) effective May 1, 1959. Within thirty days, the major components of the division were either reconstituted or inactivated. The regimental heritage, however, was retained--thus, the 389, 390 and 391 Infantry Regiments became BCT Regiments, the 392 Infantry Regiment was reactivated as an AIT Regiment and the Division Artillery was redesignated the 98th Regiment (CST). The "veterans" of the old infantry division, many with combat service in World War II and Korea, made the adjustment to the new training role and diligently applied their experiences in making the recruit training realistic.

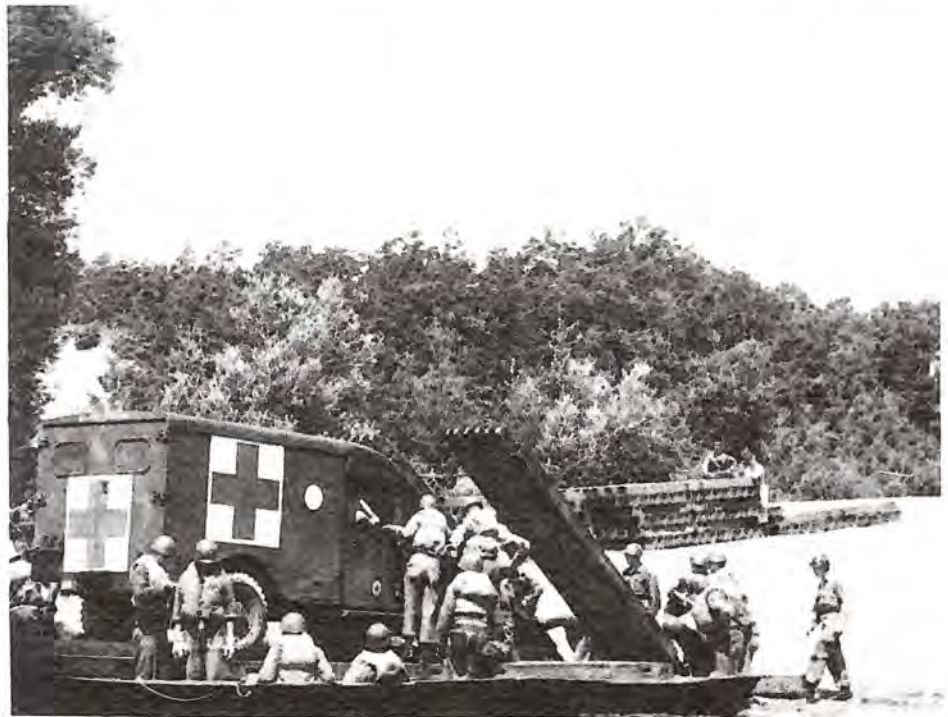
HISTORY OF THE 98th DIVISION



Throughout the sixties, Department of the Army further refined the training division concept. But always the importance of heritage was given high consideration. Even with implementation of the brigade concept, the regimental designations remained with assigned battalions.

With its new training mission the 98th Division became responsible for performing, not practicing, its mobilization mission. To test its preparedness, the division would counterpart annually with the U.S. Army Training Centers at Forts Dix and Leonard Wood, performing the complete training mission. The 98th has completed this realistic mission with distinction and superior ratings from the active component annually. The importance of this training mission cannot be overstated since a similar unit, the 100th Division, trained 36,000 troops in ten months when they were activated during the Berlin Crisis in the early 60s--thus relieving an entire active Army infantry division for other duties at the discretion of the President. The Iroquois soldier today is prepared for such a contingency.

One year (1968) produced two major changes of lasting impact--implementation of the brigade concept and authorization of the Drill Sergeant specialty. The transition from regiment to brigade was designed to provide greater flexibility in assigning task battalions. Thus, the 389th Regiment became the 1st Brigade (BCT), headquartered in Schenectady; the 390th Regiment became the 2d Brigade (BCT), headquartered in Buffalo; the 392d Regiment became the 3rd Brigade (AIT-Engineer), headquartered in Ithaca and the only Engineer Pioneer training unit in the Army Reserve at the time; the 98th Regiment became the 4th Brigade (CST), headquartered in Buffalo, and the 391st Regiment became Committee Group, headquartered in



Iroquois engineers at work during annual training at Camp Drum.

Rochester. Mission changes since have been facilitated by the ability to shift training battalions among brigades.

The designation of Drill Sergeants was a dramatic innovation. The Army had always placed training in a priority category, but had not authorized a trainer specialty. With the creation of the Drill Sergeant position, the training mission was professionalized through individuals who would set the Army standard. The Drill Sergeant program was conceived to standardize the highest quality of initial entry training and to give added recognition and status to the basic trainer. The first class of 98th Division Drill Sergeants graduated from the Fort Dix Drill Sergeant School in 1967. Since 1968, the division has assumed the mission of preparing its own Drill Sergeants during home station and annual training. Today there are 514 Drill Sergeant positions in the 98th.

Community action became a new dimension of divisional activity starting in the late sixties. Since then

thousands of drill hours have been devoted to performing mission skills for community improvement. Under this good neighbor program, bridges have been built, camps constructed, parks improved, police and fire training facilities developed and schools renovated among other activities.

The most extensive community support activity occurred in 1972. While the National Guard is normally the vehicle for disaster relief, divisional units became fully committed to flood relief in the state's southern tier. The 3d Brigade was primarily involved with assistance from various other commands. For two weeks the brigade operated twenty-four hours a day providing both emergency engineer and relief functions. Iroquois soldiers from across the state brought truckloads of donated clothing and furniture. In so doing, they followed in the tradition of community support which had been established during the Kentucky flood of 1943 and relief programs during the Depression.



REORGANIZATION

"The Army must move forward with the same momentum for the Reserve Components as we have done most recently for our active component. We are willing to provide the resources to do it even if it means taking some resources away from other active forces. At the same time we recognize that real improvements are less rapidly realized in the Reserve Components with their limited duty time. But the Army must create for and within the Reserve Components a momentum that stems from the vital part they have in our Total Force."

Gen. Walter T. Kerwin, Jr.
Vice Chief of Staff

Gen. Kerwin's words well state the thrust for the 98th Division in the seventies. Reorganization became the by-word as two far reaching changes challenged division personnel. The first affected the division's span of command and control, and the second further refined its training mission.

In March, 1975, Forces Command (FORSCOM) unveiled its plan for strengthening the management and evaluation of reserve units. This plan was based on a First U.S. Army study titled "Program 76, Power to the Militia". One of the major deficiencies identified was the extreme geographical span of control required of general officer commands. New York State was a practical example of the problem. The division commanded 3,450 reservists in ninety-nine units concentrated at nineteen upstate reserve centers. The New York City based 77th ARCOM was responsible for 18,200 reservists in 188 units - approximately 5,000 were assigned to thirty-seven units meeting in seventeen upstate centers. Under FORCOM'S Program to Improve Reserve Components (PIRC) it was recommended that all upstate units

with the exception of medical commands, sixteen centers, seven area maintenance (AMSA) facilities, and civilian employees be transferred to the Iroquois Division for command, control and support.

In less than ten months the concept would be refined, implementation plans developed, coordination completed and the transfer executed. An equipment light, training oriented division would assume responsibility for units varying in authorized size from seven to two hundred and fifty-seven and in actual strength from 62.8% to 132%. Many of the units possessed million dollar property books with equipment densities exceeding that of the entire training division.

The timeline and tasks involved in the transition dramatically underscored the accomplishment.

Army approved the plan June 30, 1975. Within forty days a division planning group was charged to draft initiatives on forty-nine priority issues ranging from a revised command structure to Annual Training dates for the new assigned units. In twenty-one days the implementation plan was devised, reviewed and approved. First Army's Letter of Instruction was issued on September 30. The division's LOI followed forty-five days later and the units were transferred in three increments between December 1, 1975 and February 1, 1976. Twelve active component officer augmentees and 30 training managers were authorized to assist in the accelerated workload created by the reorganization.



Trainee gets instruction on M-60 machine gun.



Division engineers build a bridge while undergoing transition training.

HISTORY OF THE 98th DIVISION



In 1977 the focus on reorganization turned to the training brigades. As a result of an analysis of the 1973 Arab-Israeli War, Training and Doctrine Command (TRADOC) revised wartime casualty projections and hence mobilization training needs. To fulfill these revised needs, the mission and structure of the training divisions were tailored to the capabilities and needs of particular training centers. Since the 98th already had the only Engineer Pioneer Training Brigade in the reserve structure and considerable expertise in Engineer training, it followed that the division would be assigned to Fort Leonard Wood upon mobilization. The refined mission of the division would be to provide Ft. Wood with an additional seventy-two

training companies in Combat Engineer and Engineer Specialty skills.

This reorganization required a substantial re-training effort. The 1st Brigade, formerly a basic training command, was organized to provide two combat engineer training battalions, one construction skills training battalion, and one engineer equipment training battalion. The 2nd Brigade, also formerly a basic training command, and 3rd Brigade, formerly an advanced individual training unit, became combat engineer training brigades. The 4th brigade remained a common skills training unit, but lost one training battalion. And the Committee Group was redesignated Training Command and assigned an engineer

orientation. One further modification was that combat engineer training was repackaged in a One Station Unit Training (OSUT) format. The change places the trainee in one unit for all initial level training. This eliminates moves between units, and can cut the required training time by twenty-five percent. Expedited arrival of replacements from this system may provide the margin for victory in future contingencies.

Change always includes apprehension, but it has provided an opportunity in the past for participation in streamlining the training base of the Army which is a vital part of a realistic national defense. Iroquois soldiers have met and equalled the challenges of the past.



D/464 engineers demolish unsafe canal bridge during domestic action project.



Reservists support ecology efforts through recycling of cans and bottles.

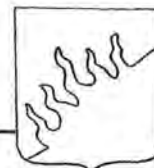


Third Brigade troops worked late into the night sandbagging Elmira Bridge supports during 1972 flood.



Division aviation section flies many training, support and emergency missions.

THE 389th REGIMENT



The 389th Regiment is the forebearer and nucleus of the Division's First Brigade. Historically, it was constituted as an infantry regiment on July 23, 1918, but was not fully organized. The regiment's formal birthday is the same as that of the division - 24 June 1921.

THE TWENTIES

In the twenties and thirties, the 389th like its sister regiments served essentially as a commissioned officer manpower pool. From headquarters in Albany, New York, the Regimental Commander supervised training that was designed to insure individual readiness. At best, these reservists could expect to serve together as a mobilization cadre. These citizen soldiers received no pay other than that from infrequent active duty tours. In addition, equipment was unavailable.

WORLD WAR II

When the regiment was called up on September 15, 1942 for active service at Camp Beckinridge, Kentucky, the majority of the eligible reservists had already been assigned as individual replacements to other active army units. However, the War Department attempted to retain its upstate heritage by assigning a significant number of New York's draftees to the unit.

After the usual basic and advanced training as well as unit tactical maneuvers, the regiment was assigned part of the division's mission of securing the Hawaiian Islands. This assignment relieved the 33rd Division for service elsewhere in the South Pacific. Initially, the 389th provided assault and augmentation teams for other deploying units, but then had personnel assets frozen. This was due to the fact that the 98th had been earmarked for the invasion of the Japanese home islands - code named *Operation Olympic*.

OCCUPATION OF JAPAN

The capitulation of Japan changed

the mission, however. The 389th was then designated to part of *Operation Blacklist*. This operation involved serving as an occupation force which supervised the demobilization of Japanese armed forces and the seizure and disposal of supplies, equipment and installations of the Japanese war machine. From headquarters at Kanaoka Barracks (a former cavalry post at Sakai, Honshu) regimental teams located and demobilized "target" installations in Wakayama Prefecture, parts of Osaka Prefecture and on the island of Awaiki Shima. In the island operation, two hundred and seventy-nine officers and enlisted men supervised twelve hundred Japanese workers in the demilitarization of ninety target industries and a military airfield. In addition, they carried out the demolition of three coastal defense fortresses. Further responsibilities included investigating B-29 crash sites, former POW camps, graves of American airmen, evidence for war crimes prosecution, health hazards, unauthorized retention of weapons, continued military training, resurgence of military secret societies and black market operations. All this was accomplished while the division experienced a thirty-two percent loss in officer strength and a sixty-one percent loss in enlisted strength over sixty days due to release from active duty as well as emergency leaves. On February 26, 1946 the regiment was inactivated at Sakai.

POST WAR

The regiment returned to its upstate New York reserve assignment area on December 10, 1946. Initially, headquarters were located in Albany. Later, in August 1948, the regimental colors moved to the new Schenectady headquarters. During the fifties, command of the regiment was exercised by Cooper B. Rhodes who would later serve as the Commanding General of the division.

Tactical annual training was conducted at Fort Drum, New York.

REORGANIZATIONS

The 389th Infantry Regiment was redesignated and reorganized as the 389th Regiment (BCT) effective May 1, 1959. The regiment was responsible for receiving 2,600 recruits and conducting them through eight weeks of basic combat training. The veterans of the 98th Infantry Division, many with combat experience in WWII and Korea, made the adjustment to the new training role and diligently applied their experience in making the recruit training realistic. Two other significant changes were made in the late sixties. First, regiments were transformed into brigades. This brigade concept was designed to allow force planners to tailor the command by shifting assigned battalions. The second was the Drill Sergeant concept. With the authorization of Drill Sergeant positions, the professionalization of the training mission was further expanded.

Today, soldiers of the 389th face another reorganizational challenge. With the current refinement of the division's mobilization mission, the battalions have been assigned Engineer One Station Unit Training (OSUT) and General Subject Training (GST) responsibilities. Under the OSUT concept, a new enlistee will receive all his or her training in one unit at the same U.S. Army Training Center.

This heritage and home assignment are permanently commemorated in the 389th unit crest. This regimental shield has the blue field of the Infantry with the rising sun from the seal of New York State in the lower right hand corner. The five tongues of fire represent the five tribes of the Iroquois. The shield is surrounded by a gold band signifying the honor and integrity of the Regiment.

THE 390th REGIMENT



The 390th Infantry Regiment was assigned to the 98th Division on June 24, 1921. Although regimental units were located primarily in western New York, the unit's crest was designed to symbolize a key Revolutionary War military installation in central New York. This insignia depicts the outline of Fort Stanwix (Rome, NY) superimposed on the three critical waterways the fort was designed to control - the Susquehanna, Black and Mohawk Rivers. The background of the shield is infantry blue, the rivers are depicted in white, and the fort in gold and black. The regiment's motto is "ka-yeh-sa-hah", an Iroquois expression which freely translates to "keep the flag flying". The motto finds its historical roots in the survival of Fort Stanwix during an extended British siege. It was during this siege that the "stars and stripes" national colors came under fire for the first time. Despite constant British bombardment and threats of Indian attacks, the garrison refused to surrender - the colors were not struck.

Through the twenties and thirties, the regiment served primarily as an element for the continued training of officers who were World War I veterans. Like her sister regiments, the 390th was maintained at cadre strength, authorized minimal equipment, and given instruction by an advisor assigned by the Active Army. Drills were generally of two hours duration, and held in rented facilities.

WORLD WAR II

With the declaration of WWII and the expansion of the Army, the 390th was ordered into active service (less personnel) and was organized at Camp Beckinridge, Kentucky on September 15, 1942. After unit training, it moved to the Tennessee maneuver area at Camp Forrest, Tenn. for combat field tests. This

extended exercise required ten weeks of demanding field duty to test the system of command and control as well as the ability to perform combat skills. Readiness test complete, the 390th and her sister regiments were transferred first to Camp (now Fort) Rucker, Alabama, and then to the United States Army Pacific command.

The 390th's initial Pacific assignment was a defensive zone within the 98th's area of responsibility for Hawaiian Island security. Elements of the 390th also performed temporary security missions on Palmyra, Fanning and Christmas Islands. These islands are parts of the Line Island group and are located south of the Hawaiian islands. While in Hawaii, the regiment prepared for its next mission - the final assault of the Japanese home Islands.

Japan's surrender after the atomic bombings at Hiroshima and Nagasaki changed the regiment's mission from assault to occupation duty. However, intelligence officials were unsure how the Japanese people would react to occupation. Would there be organized resistance, sabotage or terrorism? Therefore, directions on how troops would be deployed after landing were not received until approximately two hours prior to the dispatch of small Army-craft. The 390th was designated the division contingency force and landed in the second wave at 0814 hrs on September 27, 1945.

Once ashore, the 390th was assigned responsibility for Nara Prefecture and designated targets in the Osaka Prefecture. From its headquarters in a former aircraft radio factory of Matsushita Industries at Shijio (northwest of the industrial city of Osaka), the regiment assumed a wide range of demilitarization, repatriation and public health responsibilities. The fears of sabotage and terrorism did

not materialize - but the numbing effects of the destruction, poverty, language and cultural isolation were the new challenges. As individual releases from active duty cut deeply into the regiment's strength, it was relieved of its area responsibilities and assigned to secure Itami Airfield. On February 16, 1946, the 390th was inactivated at Kakano, Japan.

1946-1960

The 390th returned to its upstate New York reserve assignment in the winter of 1946. The regimental headquarters was organized in Buffalo December 19, 1946, with units at Amherst, Batavia, Medina, Niagara Falls, Perry and Salamanca. The three battalion headquarters supervised the lettered companies "A" through "M", and were augmented by a *Heavy Mortar Company* (Perry), a *Tank Company* (Niagara Falls), a *Medical Company* (Amherst) and a *Service Company* (Tonawanda). Annual Training was conducted at Pine Camp. The first post-war regimental commander was Colonel James C. Mott, who would later serve as Division Commander.

Effective May 1, 1959, the 390th Infantry Regiment became the 390th Regiment (BCT). However, this mission change was not the command's only organizational challenge. Two regimental headquarters had to be created in the Buffalo area - one for Basic Combat Training and one for Common Specialist Training. The regimental executive officer, Colonel Lester W. Grawunder (later an Assistant Division Commander), and part of the headquarters staff maintained the 390th headquarters, while the former regimental commander and other staff members created the new headquarters, 98th Regiment. The talent and capability of the former headquarters was attested to by the



A regimental review formation in the 1930s.

1945 REGIMENTAL CALENDAR OF EVENTS

- | | | |
|--|---|---|
| <p>2 Jan - Lt Col Wm R. Means assumed command from Col Frank R. Schucker.</p> <p>27 Jan - Gen Harper presented Expert Infantry Streamers at regtl review.</p> <p>16-21 Mar - "First Battle of Makua Pocket" (Field Ex.).</p> <p>6 Apr - Honolulu Army Day Parade (in rain).</p> <p>1-13 May - Rifle squad reconnaissance patrols.</p> <p>14 May-7 June - Platoon combat patrols.</p> <p>27 Jun - Another "battle" in "Makua Campaign".</p> <p>21 Jul - Lt Col Means promoted to full colonel.</p> <p>6 Aug - 390th RCT moved to Kahuku for 5-day field problem. Use of Atom bomb announced.</p> | <p>8 Aug - First phase of field problem completed. Russia joins war against Japan.</p> <p>10 Aug - First news of Nip surrender offer reached 390th men dispersed tactically among kahuku ridges & valleys.</p> <p>15 Aug - Tactical tng called off following Japanese surrender.</p> <p>17 Aug-6 Sep - Preparation for movement to Japan as occupation force.</p> <p>7 Sep - At 1130, 20-ship convoy headed westward from Oahu.</p> <p>20-Sep - Stopover in Saipan. Parties visit island.</p> <p>27 Sep - Regiment lands at Matsue near Wakayama & moved to Taisho Airport near Osaka.</p> | <p>3 Oct - Heavy rains reduce bivouac area back to rice paddies.</p> <p>5-6 Oct - Regt loses battle with rain-moves to Matsushita Radio Factory near Terakawa, east of Osaka.</p> <p>7 Oct - B & C companies occupy former Japanese military installations.</p> <p>11 Oct - M Co. occupied Yamato Naval Air Base.</p> <p>18 Oct - First A&R show. "Dee Dee Tease" huge success.</p> <p>24 Oct - Redeployment of 80-pointers under way.</p> <p>11 Nov - First reenlistees sworn into regular Army.</p> <p>Nov-Dec High-pointers nervously await ASR reductions as replacements undergo training.</p> |
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(EXTRACTED FROM THE "CANNONEERS POST", SUMMER 1981)



390th instructor tests trainee's proficiency in hand grenade throwing.

organizational effectiveness of the two headquarters carved from it.

1961-PRESENT

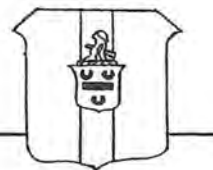
In 1966, the training capability of the regiment was put to a unique test. The active establishment was unable to accept all the recruits that had been enlisted by the National Guard and Army Reserve in addition to the draftees being processed for service in Viet Nam and other locations. Therefore, Operation Tri-Force was initiated with the active establishment and the New York Army National Guard. The regiment's contribution was to provide the training organization.

The *390th Regiment (BCT)* was redesignated the *2nd Brigade (BCT)* on January 31, 1968. Shortly thereafter, one hundred and fifty-five enlisted slots were designated as Drill Sergeant positions.

Today, the battalions of the 390th are undergoing a further reorganizational change. These units are in process of transition from BCT units emphasizing infantry skills to One Station Unit Training (OSUT) units emphasizing engineer skills.

A postscript, the 390th is one of the few elements of the division which has an active group of former World War II members. Fifty veterans of Cannon Company, a composite unit armed with towed 105 howitzers and later with self propelled M-7's, are at present celebrating the end of thirty-six years of fellowship. Cannon Company publishes a newsletter entitled Cannoneer's Post as well as an annual holiday album. Members hold a convention every two years.

THE 391st REGIMENT



The 391st Infantry has a similar history to other regiments of the 98th Division, from its reconstitution June 24, 1921 to inactivation February 16, 1946 at Sakai, Japan. During the 1920's and 30's, home station training involved no pay, no retirement points and no equipment.

However, the 391st's home location, significant activities and its people were in turn unique and outstanding. The 391st Infantry's distinctive unit crest reflects its home base, Rochester, New York. The regimental shield is the coat of arms of Colonel Nathaniel Rochester, a Revolutionary War soldier and early settler of the area for whom the city was named. The minuteman was substituted for a bird on the original Rochester family crest. The vertical stripes over the wreath and minuteman are superimposed in blue, white and yellow, taken from the flag of the City of Rochester.

1921-1942

Col. Thomas Remington, a prominent Rochester lawyer, commanded the regiment through the 20's and 30's. Officers from two of his companies completed annual training by instructing the volunteers in the CMTC - Citizens Military Training Camp. After completing the 4-year program, the civilian volunteer was commissioned. Col. Henry G. Lyon, Regimental Commander from 1956-61, remembers being a 1929 trainee at Fort Niagara, under Lt. Paul Reichel, later a Lieutenant Colonel in the post WWII regiment. Col. Ellwood Snider, one of the Reserve officers from the 391st conducting that CMTC Training, judged he would have been far better prepared and more confident in applying his commission in the First World War, had he had the same quality of training. Incidentally, Col. Snider, at 84, is believed to be the oldest living Regimental alumnus.

WORLD WAR II

Following training at Camps Breckinridge and Rucker, the regiment, command by Col. Oliver Trechter, assumed defense of the Hawaiian Island of Maui in April, 1944, simultaneously preparing for combat operations with amphibious training and jungle warfare, culminating in advanced amphibious training as a Regimental Combat Team in November 1944. In August, four officers and 100 enlisted personnel, mostly mortarmen, were detached and later discovered to have participated in the invasions of Leyte and Luzon, operating LCI (Landing Craft Infantry) "rocket ships". Nearly all were subsequently awarded the Combat Infantryman Badge.

The regiment was denied a combat role in Japan. However, Ray Kennedy, of Muncie Indiana, then a member of Company G, remembers well the regiment's amphibious assault landing at 0830 hours, 27 September 1945, on Blue #1 and Yellow Beaches of Wayakama, Southern Honshu. After marching through rain and drying out at Taisho Airport, the regiment had hardly set up its bivouac when the typhoon of 30 September hit. "None

of us will forget", Ray reminisced recently, "being surrounded by water while sleeping, living out of a truck and walking knee-deep in water for days, and finally drying out in an old cavalry stable where we promptly received a supply of lice and a generous spraying of DDT."

Quickly, however, the regiment turned to its mission of securing "target" Japanese installations - more than 800 of them by February 1946. Notable was the takeover of millions of dollars worth of precious metals at the Osaka Naval Construction Depot and several hundred thousand dollars worth of opium, heroin and morphine in a government laboratory at the Haraka Girls' School.

Brig Gen. Kenneth Townsend was asked to organize the 98th Division after its reactivation December 19, 1946. Brig. Gen. Edward J. Thompson, (then a Lt. Col.), to whom Townsend turned for help, assumed command of the 391st, and the staff began to fill. Most training amounted to a refresher or renewal of skills already applied in combat. NCO's provided recruits their basic training including familiarization with the "new" 57 and 75 mm recoilless



The Officers of the 391st Regiment gather at Plattsburg Barracks for a group picture in 1938.

THE 391st REGIMENT



weapons. The regiment prepared itself for its combat infantry mission, testing occasionally with the rest of the Division in CPX's.

The regiment thrived with Col. Thompson literally doubling in brass as its Commander and as the Deputy Chief of Staff for the Rochester echelon of the Division staff. He left the regiment in March, 1951, for an assignment with New York Army National Guard's 105th AA Brigade. Col. William Danskin assumed command until June, 1956, when he was succeeded by Col. Lyon.

TRAINING MISSION

By 1959, the 391st's mission, simply, was to train soldiers in Basic Combat Training (BCT). If combat veterans expressed frustration and disappointment at the change in objectives from Infantry to BCT, it was momentary. In succeeding years, the regiment organized to parallel the active forces at Fort Dix, NJ, assembling a committee of instructors at regimental level to enable it to counterpart with post level organization. The immediate effect of the mission change in 1959 was dislocation of people for whom there were no slots and of units, for which there were no missions. General Parmelee recalls "...a repackaging of units, to match organizations and people with the mission and location." A place was found for most of the infantrymen and the combat engineers, signalmen and tankers. "Continue the march" was the prevailing spirit.

CASING THE COLORS

Command of the regiment had passed in 1961 to Col. Richard J. Lindo. It was fully prepared all these years to perform its mobilization mission, but hardly for the end, which arrived abruptly. General Order 55, Hq II US Army Corps, 24 January 1968, inactivated the 391st



(Above) 391st Infantrymen field training with recoilless rifle. (Below) Reservists about to enjoy their labors in survival training.



Infantry Regiment, and activated the 98th Committee Group from its elements. The 98th Division (Training) was formed into four brigades, paralleling force structure at training posts. Battalion elements were reorganized as part of the 1st and 2nd Brigades. On 29 January 1968, Sergeant Major Henry Cudzillo helped the CO case the regimental colors. As he turned to make his last inspection of the Regimental Headquarters and 1st Battalion, who would say nay to the fleeting moment of emotion in a veteran soldier's eyes?

Col. Ernest C. Burkhart assumed

command of the new born successor to the regiment the 98th Committee Group (BCT). The battalions have been shifted in successive tailorings to BCT, Common Specialist Training (CST), and One Station Unit Training (OSUT) needs of the Division's brigades. In December, 1978, the few NCO's remaining from the old regiment greeted the most recent restructuring for engineer training at Fort Leonard Wood, MO. A new unit, the 98th Training Command has become the latest successor to Headquarters, 391st Regiment.

THE 392nd REGIMENT



The 392nd Regiment and its successor headquarters, the 3rd Brigade have had a unique history which varies from the experiences of the division's other three regiments. The Regiment has been both the western most command from 1921 to 1942, and the southern command from 1959 to the present. Another unique factor is that the regiment did not serve with the division in World War II, and for a fifteen year period its colors were retired.

INFANTRY REGIMENT

The 392nd was constituted on June 24, 1921. Like the 389th, 390th and 391st, it had been authorized as an element of the division during World War I mobilization, but was never staffed. The regiment was organized in January, 1922 with headquarters at Buffalo. Throughout the twenties and thirties, the 392nd was maintained at cadre strength. Practically all of the authorized positions were held by commissioned officers. The premise was that upon mobilization, the unit would be brought to strength and then trained by the cadre.

DISBANDED

However, when the division was alerted for active service in World War II, the 392nd was not a part of the call up. The 98th Infantry Division which had been organized as a square division with four line regiments was in the process of being converted to a triangular structure requiring three line regiments. The 392nd was relieved from assignment to the 98th on January 30, 1942. Thirty-four months later on November 11, 1944, the regiment was disbanded and the regimental colors were retired.

For fifteen years the 392nd remained a ghost command - disbanded, but not forgotten by force planners. The division had retained its triangular organization when it

returned to upstate after the war. However, in the late fifties, Department of Army took a close look at the 98th and twelve other Army Reserve Divisions. That close look led to the training division concept. Thirteen training centers in reserve were to be created, and each of these centers (a training division) would need four training regiments.

TRAINING MISSION

On April 6, 1959, the 392nd Regiment was reconstituted, redesignated as an Advanced Individual Training (AIT) Regiment and assigned to the 98th Division. Twenty-five days later it was activated in the Southern Tier with headquarters at Ithaca. Personnel

Army Training Center-Engineer Fort Leonard Wood, Mo. The two weeks were spent concentrating on hands-on training in Engineer AIT skills. Maj. Gen. Parmelee, who commanded the unit during the critical time period, summed up the experiences. "We actually put every field trooper through two weeks of AIT - Engineer. We created for ourselves another company of trainees. Everybody got a pair of gloves. We were out there everyday building the bridge - putting it together and taking it apart. There was some apprehension as to whether that much hard work for some folks coming out of World War II might be too much. But, it was a great summer. Everyone got a kick out of



Iroquois soldiers build a foot bridge during engineer training.

for the command were drawn from elements of the Division Artillery which were disbanded with the transition to training division. In less than two months, these artillerymen would be at Fort Dix, New Jersey tasked with responsibility for a wide range of AIT skills from Military Police to Combat Engineer.

The first refinement of the training responsibilities narrowed the required effort to MOS fields of Infantry, Artillery and Armor. In 1967, a further refinement led to the command being redesignated the 392nd Regiment (AIT Engineer). That summer the regiment traveled for the first time to the United States

it. And that great spirit to try has never left the brigade."

In January, 1969, the 392nd Regimental Headquarters was reorganized and retitled Headquarters Third Brigade (AIT - Engineer). This brigade concept paralleled changes in the active establishment and allowed tailoring the command by shifting assigned battalions. No mission changes were required, however. The 392nd battalions were authorized to retain the regimental colors, designation and crest.

AGNES

The professionalism of the 3rd Brigade in its Engineer skills was

THE 392nd REGIMENT



attested to under field conditions in the summer of 1972. On June 23, Hurricane Agnes stalled over New York and Pennsylvania. Rain poured down for a ten day period causing the Chemung River to overflow its dikes and flood the cities of Elmira and Corning.

The Brigade was preparing to depart for Fort Leonard Wood. But, 1st Bn/392nd personnel were directly affected by the growing flood. The Corning Reserve Center was flooded to the roof. What these southern tier communities needed were engineers who could respond quickly and effectively as a team. With First Army's concurrence, The Third Brigade held annual training at home station performing disaster relief.

The scale of the action taken is still dramatic nine years later. A radio communications net was established to control the command's efforts. For two weeks the brigade operated twenty-four hours a day — distributing 1,000 tons of food and 312,000 gallons of water to flood victims. Emergency shelters were

managed and over 103,000 sandbags were filled and emplaced. Seventy truckloads of debris were removed from public parks in Corning alone. On the 8th of July, the soldiers of the 392nd phased out of the operation. The people of Elmira and Corning did not have to be told what the Army Reserve could do in an emergency.

REORGANIZATION

The division's primary engineer mission assignment has not left the 3rd Brigade unaffected. 392nd soldiers have assumed responsibility for One Station Unit Training (OSUT) in Engineer Skills. The OSUT concept places the trainee in a unit within which he will complete all entry level training (BT and AIT) with the same cadre. It results in a shortening of the time period required to train a new soldier.

The heritage of the 392nd is permanently commemorated in its regimental crest. The shield is infantry blue with five horizontal bars which symbolize the five counties from which the organization recruits its personnel. The Buffalo,



A view of bridge construction from below.

which is super imposed on the face, represents the location of the original regimental headquarters - Buffalo, New York. The motto "Pace et Bello Paratus" (Prepared for Peace and War) is placed at the base of the shield.



Third Brigade troopers and civilian volunteers worked through the night filling sandbags during flood emergency.



Reservists worked hard, often without relief at emergency distribution centers. Breweries in NY state supplied bottled drinking water being unloaded by soldier for distribution to flood victims in the Corning-Elmira, NY area.



The capabilities and skills of the engineer are the areas of expertise for major elements of this command. Three of our division's four brigades are tasked with teaching and developing those engineer skills which will contribute to the army's success and individual survival in battle. The division also has two combat engineer battalions and an engineer construction company.

MISSIONS

Both the 464th and 479th Engineer Battalions are combat engineer units. As such each is a corps level organization which could be assigned the responsibility of reinforcing the organic engineer battalion of a committed division or providing general engineer work such as construction of barriers and defensive positions, landing strips, helipads, command posts, roads, bridges, culverts, fords and supply facilities. The battalions can clear obstacles, provide potable water and assist in assault river crossings, and engineer support for the operation of an independent brigade or division sized task force. Mission responsibilities include both engineer combat support and when necessary, the battalion can be further tasked to fight as infantry.

The 770th Engineer Company is a construction support company, normally assigned to a Theatre Army or Corps level engineer construction group. It is equipped to provide the raw material (crushed rock, sand and paving materials) to the construction units. Mission responsibilities include crushing, washing and sizing rock, manufacturing paving materials and drilling wells. This unit is located in Penn Yan and performs its mobilization mission on Annual Training each summer at Camp A.P. Hill, Virginia.

HERITAGE

The 464th was initially constituted on January 4, 1944 as the 1262nd Engineer Combat Battalion. It was activated six weeks later at Camp Shelby, Mississippi. After field training and readiness tests the battalion was committed to the European Theater of Operations, winning the Rhineland and Central European campaign streamers.



464th Engineer Bn.

The unit was inactivated at Fountainebleau, France during the early summer of 1946. Eight months later the 1262nd was organized as a reserve Engineer Combat Battalion with headquarters at Schenectady. The battalion was assigned its present numerical designation on June 16, 1948.

While most reservists have never been involved in a contingency mobilization, the 464th had to carry out its preparedness plan in the late summer and early fall of 1961. The battalion was ordered onto active duty on October 1, 1961 during the Berlin crisis. The unit spent ten months on active duty assigned to Fort Devens, Massachusetts.

The history of the 479th Engineer Battalion is quite different than that of the 464th. Only the World War II roots and today's missions are similar. The 479th was initially constituted on February 22, 1944 as the 1285th Engineer Combat

Battalion, and was activated six weeks later at Camp Howze, Texas. After service in the Central European campaign, the unit was inactivated at Camp Bowie, Texas. Sixteen months later, the 1285th Engineer Construction Battalion was organized as a reserve unit with headquarters in Buffalo. The battalion was assigned its present numerical designator on June 16, 1948. This was not to be the last change, however.

Since 1948, the 479th has undergone changes in status, mission and geographical locations. First, the battalion was disbanded on July 6, 1950. For nine years the 479th was no more than a future option for force planners. Then, in 1959, while the soldiers of the 98th Infantry Division were undertaking the transition to training division, the 479th was organized as an amphibious engineer battalion with headquarters in Watertown. For three and one half years battalion personnel were



479th Engineer Bn.

involved in the establishment of beachheads. The battalion was reorganized in its present mission configuration on January 18, 1963.

COMMUNITY SERVICE

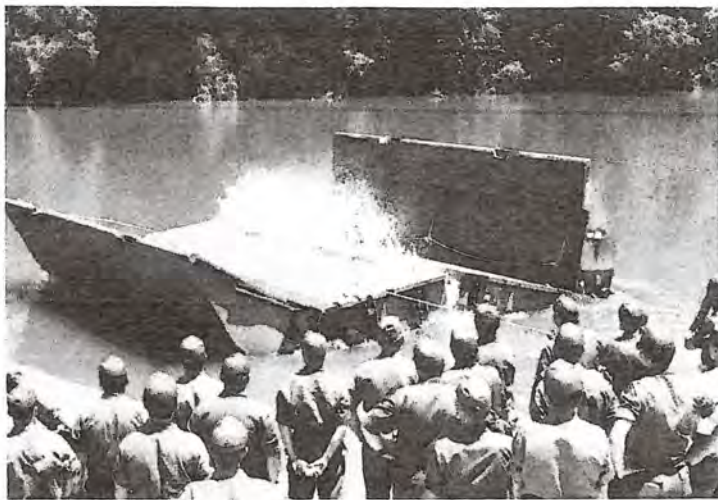
Both battalions are committed to sharpening missions skills through community improvement programs. The 464th and 479th have completed a wide variety of engineer improvement projects which have benefited their neighbors.

THE COMBAT ENGINEERS



Engineers make good use of the land and building materials nature provides. Shown here, they are hard at work cutting logs for bridge supports with a two-man chain saw. Light-weight one-man portable chain saws have since replaced the older, bulkier ones in engineer units.

A division engineer checks level prior to construction of a bridge foundation at Fort Drum. Engineer units frequently build improvements and demolish obstacles in support projects to maintain skills and improve mission readiness.



A ribbon bridge is launched under the watchful eyes of division engineer personnel at Annual Training. The Ribbon Bridge is a transportable, rapidly erected bridge system used by today's highly mobile Army.



Communication systems are the nerves of the modern battlefield. Fast moving artillery and infantry forces as well as Army and Air Force Aerial Delivery Weapons Systems require extensive and immediately responsive communication networks that were unanticipated twenty years ago. The range, capabilities and available frequencies alone constitute a revolution in technical sophistication. This constantly expanding electronic environment is the area of expertise of the division's communicators - the 359th Signal Group, the 98th Signal Battalion and the 692nd Signal Company.

359th SIGNAL GROUP

The 359th is designed as a corps or theater level organization. It has the mission on mobilization of providing command and control for a maximum of seven signal operating battalions. Responsibilities include supervision of field telephone service, radio-teletype, air and motor messenger service, data transmission links, long distance radio, multi-pair cable construction and cryptographic communications.

The group's history dates back to World War II. During that conflict, the 359th supervised communications in South America from an operational base in Brazil. One of its responsibilities was to monitor and relay messages for Army Air Force fighters and bombers being ferried to the North African and European areas of operations. The group was inactivated in late 1945.

On January 19, 1968, the 359th was reactivated at its present location - Liverpool, New York. Personnel were drawn from two units undergoing extensive reorganiza-

tion - HHC, 348th and Company B, 413th Quartermaster Battalions. Since its reactivation, the group has served as a command headquarters for seventeen units in Central, Northern, and Western New York - initially for the New York City based 77th Army Reserve Command (ARCOM) and since 1975 for the 98th Division.

Annual Training has presented both significant challenges and notable successes. In 1973, the group was the only reserve unit selected for Operation Gallant Hand. The mission was to support a joint Army and Air Force strike force with signal system engineering and control. During this tactical exercise which ranged from Ft. Hood, TX to Florida, the 359th collected and analyzed information from forty multi-channel systems and over four hundred circuits. The AT 78 and 79 mission was command and control of Fort Drum's field communications. To fulfill this mission unit personnel performed AT in phases spread over a four month period to insure continuity. AT 80 and 81 were conducted at Fort Bragg, NC where the group participated in the largest active and reserve component signal exercises ever planned, and commanded Army Reserve and National Guard signal battalions augmented by separate signal companies.



359th Signal Group

The 359th's unit crest summarizes both mission and heritage. The basic colors - orange and white - are used by all signal units. A yellow diamond with a green border and a blue disk are colors drawn from the Brazilian flag. The electronic flash symbolizes

and the words 'command' and 'communicate' summarize the group's mission.

98th SIGNAL BATTALION

Despite the obvious similarity in numerical designation, the 98th Signal Battalion is not an organic element of the 98th Division base. The battalion is a non-divisional headquarters unit with a mobilization mission to provide facilities to a field army, independent corps or a theater signal command. It is responsible for planning, supervising and controlling, and installation, operation and maintenance of that portion of the theater or corps communication system operated by two to seven assigned signal companies.

Like the 359th, the 98th Signal Battalion also dates back to the early 40s. The battalion was first constituted on November 3, 1941 and activated seven months later at Camp Crowder, MO. Its wartime service included four campaigns in the Philippines area and occupation duty in Japan. Both the Meritorious Unit Commendation and the Philippines Presidential Citation were awarded in recognition of mission performance. The unit was inactivated on May 31, 1946. The 98th Signal Battalion's reserve life started in 1948 and has witnessed geographical and operational changes. During the fifties and sixties, it was stationed in two New Jersey communities - first at East Orange and then at Montclair - and operated under an affiliation with the New Jersey Bell Telephone Company. The battalion was relocated to the Rochester area on January 31, 1968. Personnel to staff the Headquarters were drawn from two units undergoing deactivation - the 411th Signal Company (Radio) and the 286th Quartermaster Company (SPT). Annual training assignments have included tours at Forts Bragg, Drum, Gordon, and Pickett.



The 98th Signal Battalion's unit insignia reflects its mission and



98th Signal Battalion

previous service. The sea lion and eight rays of sun are drawn from the Philippines Presidential Seal. The torch held by the sea lion stands for knowledge and the lightning flashes the speed of communications.

692nd SIGNAL COMPANY

The mission of the 692nd is to provide communication center facilities for command units operating within a corps area or field army communications zone. The company provides the full range of installation, operational and maintenance requirements for radio, telephone, integrated mode communications and messenger services.

The 692nd was initially created on February 22, 1942 as a Signal Reporting Company of the Aircraft Warning Service. After unit training at Ft. Dix the company was stationed on the Ascension Islands in the South Atlantic. The unit was inactivated on

October 5, 1945. Ten years later the company was designated as a reserve unit and organized at Plattsburg, NY. It was relocated to the Rochester area on April 1, 1961. Annual Training assignments have included tours at Forts Bragg, Drum and Gordon and Camp A.P. Hill, VA.

THE KEY TO SUCCESS

Responsive command and control are critical to success on the modern battlefield. And communication is the key to timely and uniform execution which can mean the difference between victory and defeat. Clearly, the 98th's communicators are significant elements of the Total Force.



Signal personnel discuss field problem during a joint signal exercise.



A signal equipment trailer is loaded aboard a C-130 Hercules by 914th Aerial Port Flight. 98th Sig. Bn and 692d Sig. Co. took part in the joint Mobility exercise.



Signal personnel install an antenna in the field during Annual Training.



Signal personnel of the 98th Sig. Bn. visited historic sights in West Germany during a recent tour of Annual Training with their mobilization counterparts in Europe.



Management and Logistics are key elements in determining the staying power necessary for mission accomplishment both at stateside installations and on the fast moving battlefield of the future. Both of these elements characterize four units within the division. Each unit is designed to render the vitally needed support — hence the title “The Providers”.



Umpires review situation map during ARTEP-79, involving 1209th Garrison, 464th and 479th Engineer Battalions and 2nd Battalion, 392nd Regiment 3rd Brigade.

THE GARRISON

The *1209th United States Army Garrison* provides its comprehensive installation management and services to units which train or are stationed at Fort Drum. The Garrison dates to 1948 when a composite training group was organized for reserve officers in the Syracuse area who were unassigned to troop program units. In 1949 this group was retitled the 1015th Officer Reserve Army Support Unit and assigned the responsibility to supplement and permanent party at Drum (then called Pine Camp). The garrison received its present numerical designation and was expanded to include enlisted personnel in 1950-51. Unit members

performed their initial Annual Training at Drum in the summer of 1950. This assignment has remained through the years with the exception of tours at Forts Devens (1970) and George G. Meade (1974-1976).

The garrison has refined the “counterparting” concept to a unique degree. Its headquarters and component sections provide command, management and service functions at Fort Drum year round

through an integrated plan which coordinates inactive duty training and fragmented annual training. In addition, the unit performs vital functions for the Division. Since the 1976 Program to Improve Reserve Components (PIRC), the 1209th has served as command headquarters controlling the 464th and 479th Engineer Battalions, the 413th Supply and Service Battalion, the 1018th and 1019th Supply and Service Companies and the 770th Engineer Company. The Aviation Section is assigned to the Division Flight Facility at Hancock Field.

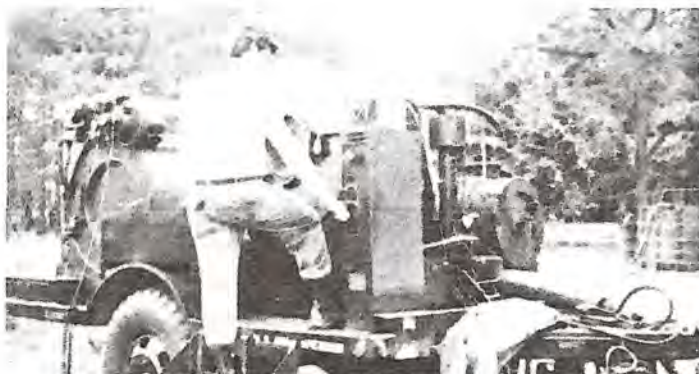
The 1209th does not have an individual unit crest, thus Garrison personnel wear the crest of Headquarters, 98th Division.

THE ORDNANCE BATTALIONS

The 98th's two ordnance battalions are corps support organizations which can command and technically supervise up to six conventional, special ammunition and guided missile companies. Responsibilities include the issue, receipt and storage of ammunition, maintenance and limited modification of munitions, and the disposal of unserviceable rounds.

The *300th Ordnance Battalion*, headquartered in Tonawanda, will celebrate its sixtieth anniversary thirty-five days after the Division. It began its years of service in reserve status on July 29, 1921 as the 390th Motor Repair Section located at Kuntztown, PA. Fifteen years later as the Army struggled over which corps should be the maintenance proponent, the 390th was reorganized as the 591st Separate Quartermaster Battalion. The unit was called to active duty in December 1942. For two years it remained as a Medium Maintenance Battalion. During its last eighteen months of wartime service, it was known as the 64th Ordnance Group and participated in the Rhineland Campaign. The group was inactivated in November, 1945 at Camp Swift, Texas.

The 300th's post-WWII history has been one of two sizes and cities. The 300th Ordnance Group was stationed at Syracuse from 1946 to its end on July 31, 1950. Seventeen and one-half years later, HHC, 300th Ordnance Battalion came into existence at its present location — Tonawanda, New York. The battalion is responsible for command and control of two units that are not organic to it — the 409th Personnel Services Company and the 277th Quartermaster Co. (Petroleum). The unit crest was approved in 1971 and reflects both mission and reserve assignment. It is a gold device consisting of two wavy bars — the outer white and the inner blue — which form a pentagon.



The 1018th and 1019th S&S Companies perform many support functions as shown above.

Within is a black firebomb with a flame. The firebomb symbolizes the 300th's mission and the wavy bars — Niagara Falls.

The 332nd Ordnance Battalion, headquartered at Watertown, was formed in August, 1943. During its twenty-six months of active service, it participated in three campaigns — Rhineland, Ardennes-Alsace and Central Europe. It became a reserve unit in February, 1947 at its present location. The battalion was the initial First Class reserve unit in New York State — its members were the first to receive pay in addition to retirement points. The 332nd has performed Annual Training at Forts Dix, Drum and Pickett, Seneca and Lexington Depots, Redstone Arsenal and Army posts in Germany. The Battalion is the next higher headquarters of the 309th Ordnance Company, Elizabethtown, New York and the 962nd Ordnance located at Plattsburgh, New York.

The battalion's crest consists of a

golden arrow symbolizing logistics, a Fleur-de-lis superimposed on the arrow and a Flaming Firebomb on either side of the arrow.

SUPPLY AND SERVICE

The 413th Supply and Service Battalion is a logistical unit which could be assigned to a corps support command or a Theater Army Area Command. Through its two to six operating companies, it provides supply, petroleum, bakery, bath and clothing exchange, decontamination, clothing and textile repair, and graves registration services. The battalion, headquartered at Schenectady, exercises command of the 1018th and 1019th Supply and Service Companies.

The unit's motto, "Look To Us", has set the standard since its inception. The battalion was created as the 538th Quartermaster Group in 1944. After initial organization and staffing in Great Britain, it served in two major campaigns — Northern

France and the Rhineland. After twenty-nine months of active service, the 538th was inactivated at Kindburg, Austria. It was organized as an Army Reserve unit and redesignated the 413th Quartermaster Battalion in 1947. Since then it has been located in two New York communities — Brooklyn (1947-50) and Schenectady (1963-to the present). In the sixties, elements and individuals from the battalion's 1018th Supply and Service Company were activated for duty in the Republic of Viet Nam. The 413th has performed Annual Training at Forts Drum, Lee and Leonard Wood. In addition, it served as First Army's primary service and support battalion for mobilization exercise "Proud Spirit 80".

The battalion's unit insignia is a gold heraldic rose on which is centered a black two-headed eagle. The rose denotes England where the unit was formed, and the eagle symbolizes Austria where the unit was deactivated.



300th Ordnance Battalion (DS/GS)



332d Ordnance Battalion (DS/GS)



413th Supply & Service Battalion

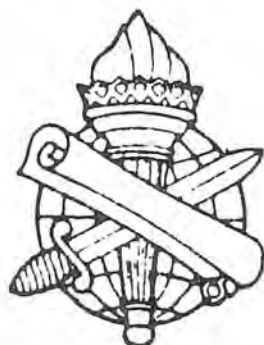


The Division's four *civil affairs companies* - the 401st, Rochester (Webster), the 402nd, Buffalo (Tonawanda), the 403rd, Syracuse (Liverpool), and the 414th, (Utica) are unique to the Army Reserve and perform a vital supportive role to both military organizations and the civilian communities of a war-torn nation.

THE NEED

Envision a foreign battlefield hours after the combatants have moved forward. As the civilian populace returns, they are faced with immense physical destruction and disruption of services and their way of life. Utilities (water, gas and electric) and facilities (health care, sanitation and transportation) are unavailable. Food, fire and police protection are non-existent, and refugees are pouring in from the new area of conflict.

Prior to World War II, it was the already overburdened, senior tactical commander who had to bring order to this chaotic scene. In World War II, the War Department recognized the need for individuals and units specially trained to help restore vital services and local government and created the military government companies which performed that mission with distinction.



Civil Affairs

EVOLUTION OF CIVIL AFFAIRS

In 1948, this special mission was assigned to the United States Army Reserve. General Order 278 issued by First U.S. Army activated the 401st, 402nd and 403rd on 1 Dec. 48. Initially they were called Military Government Companies, a title which stressed their operational duties in the absence of civilian authority. As the functions were refined and emphasis added on advisory and co-operational roles, the units were redesignated Military Government & Civil Affairs Companies in 1956, and finally Civil Affairs Companies in 1959.

The 401st was initially organized in New York City and then moved to its Rochester-area assignment in 1950. The 402nd and 403rd are located in Buffalo and Syracuse respectively. The 414th, located in Utica, was activated in 1949. Each company is commanded by a Lieutenant Colonel and has an authorized strength of 50 officers, 1 warrant officer, and 74 enlisted personnel.

MISSION

The mission of the Civil Affairs Company is to assist the major theater or area commander in the discharge of his responsibilities to the civilian population, government, and economy. Although specific functions depend on the type and size of the command and community served, Civil Affairs Companies generally provide assistance to or operational management of public health, sanitation, civil defense, public communications, law, public safety, food and agriculture, welfare, education, public works and utilities, transportation, public finance, labor, arts, monuments, and archive services. These capabilities are tailored to specific needs through functional teams. These teams are

cellular in size and capabilities. Each is made up of technically qualified personnel.

READINESS TRAINING

A wide range of training methods are employed to keep these teams at a state of high proficiency. One method used is during Inactive Duty Training joint training seminars and work projects are conducted with local governmental and civilian agencies. Also, community projects with human service agencies have been utilized. Weekend command post exercises (CPXs) serve as mobilization tests stressing tactical defense skills and civil affairs mission assignments.

During Annual Training, once every three years the companies normally participate with similar units in extended Civil Affairs ARTEP training, which includes a four or five day field exercise. The ARTEPs emphasize mission assignments with a fluid, tactical environment in designated or hypothetical nations. The functional teams complete missions while exposed to guerrilla attacks, ambushes, and infiltration attempts. During the other two out of every three ATs, the units participate in a variety of training, such as attending the Civil Affairs School at Fort Bragg, foreign area studies at the Foreign Service Institute in Washington, university training, community service projects, and other types of missions.

The results of this training are reflected in the Superior Unit Citations and the Letters of Commendation which the companies have received for their readiness, training, and mission performance. Two of the companies have received the Bell for Adano Trophy recognizing them as the outstanding Civil Affairs unit in the eastern United States.



Pledged in the professional development of reservists and national guardsmen that is the unofficial slogan of the Army Reserve schools. In the early nineteen-fifties, Department of the Army recognized the need to update and upgrade the military educational qualifications and skills of reserve component personnel. After a study of how this educational need could best be fulfilled, numbered school units were authorized upstate at Buffalo (the 1027th), Schenectady (the 1045th), Syracuse (the 1046th), Rochester (the 1047th) Binghamton (the 1048th), and Elmira (the 1052nd) in the fall of 1952.

MISSION

From the beginning, these schools were assigned two major missions. First, they are to provide non-resident instruction on a wide range of subjects. Each program is reviewed and approved by the appropriate Army Service School or College. Virtually, whenever sufficient student need exists, the schools are to conduct officer courses, non-commissioned officer programs, and Military Occupation Specialty (MOS) training. This requires the school faculty to become effective instructors on a wide variety of topics with very short leadtime to prepare. Second, the faculty must be ready to individually augment the service schools, on mobilization. Further, the reserve schools may be assigned responsibility for post-mobilization training of alerted reserve units.

For the first six years of existence, the schools were directly accountable to Headquarters, First United States Army. In 1959, control was transferred to the Second United States Army Corps. With this reporting change, the schools were renumbered into the series which are used today. However, this would not be the last change in general officer headquarters that the schools would experience.

THE ENROLLMENT CHALLENGE

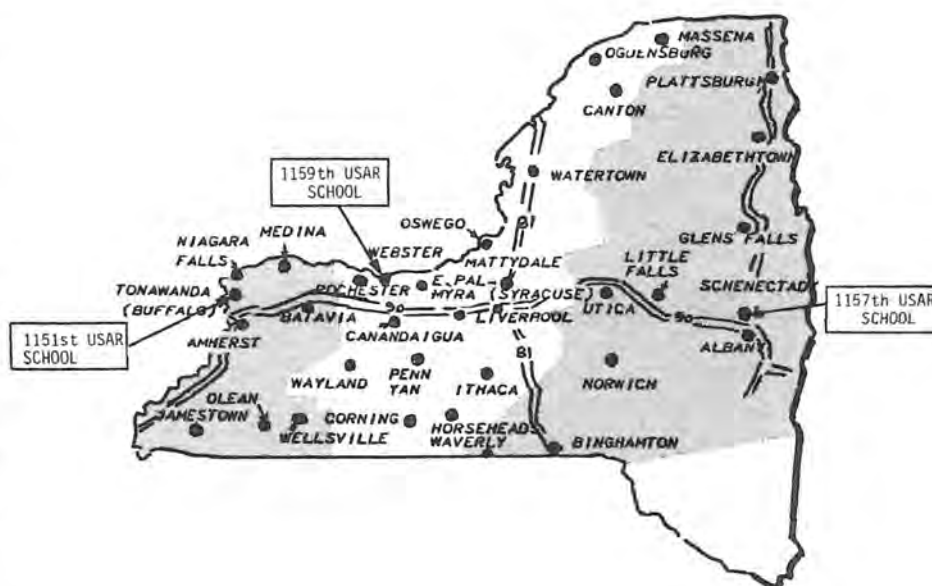
The faculty of the schools face a unique series of challenges. Staffing, for example, is dependent on the number of students registered and therefore is subject to annual review of the Table of Distribution Allowances (TDA). This creates operational and personnel problems in planning for the school year, and requires the optimum professional response during annual training. During the two week tour, the school faculty assumes responsibility for instruction of enlisted skills, in officer basic and advanced courses, or the Command and General Staff College program for officers drawn from all over the country.

Through the fifties, the enrollment of World War II and Korean War veterans was sufficient to support the six schools. However, in the sixties, enrollment dipped. As a result, some schools were dropped or merged. First, the Syracuse school (1158th) was discontinued in 1963, followed by the 1161st (Elmira) at mid-decade. Lastly, the 1160th (Binghamton) was merged into the 1159th in 1974.

THE SIXTIES AND SEVENTIES

If the sixties were a time of school reduction, they were also a period of promise. The schools prepared position papers on reform of the officer education system for presentation to the Hollingsworth Board. This Active Army panel, chaired by then Lieutenant General Hollingsworth, studied and recommended the upgrading of military educational requirements for officer promotion which are in effect today. A central figure of this effort and the period was the former 1159th Commandant, Col. Spurgeon B. Wuertenberger. After this tour of command, the colonel, now a Brigadier General (retired), served as an assistant division commander of the 98th.

In the seventies, the schools experienced further changes of reporting headquarters. After an extended period under the 77th ARCOM, the upstate schools were transferred to the Iroquois Division in Feb. 1976. Today, the 1151st (Buffalo), 1157th (Schenectady) and 1159th (Webster) assist members of all components of the Army in expanding their military education.



THE 98th DIVISION'S CASED COLORS



In 1959, the 98th Infantry Division underwent a major reorganization and was transformed into a training division. Many of the division's components were deactivated. They were predominantly elements of the Division Artillery and Special Troops (combat, combat support and combat service support units).

DIVISION ARTILLERY

Six artillery units have played a part in the division's sixty year history. The first of these, the *368th Field Artillery (FA)* was formed as a part of the 98th Division in the Fall of 1921. Regimental Headquarters and the First Battalion were located in Rochester, the Second Battalion in Buffalo. The 368 was authorized horsedrawn 75 mm howitzers. Its unit crest with the proud motto "in all things prepared" was approved on March 10, 1925.

With World War II approaching the unit was converted from horsedrawn to truckdrawn artillery in 1939. Its officers were ordered to take physicals for active service in 1940. In 1941 the 368th FA Regiment was redesignated the 368th FA Battalion (105 mm). The battalion's WWII experience was preparing for the invasion of Japan, serving as a security force in Hawaii, and finally as a part of the occupation in Japan.



A pre-World War II fire mission conducted by Division artillery battalion being observed by DIVARTY personnel.

In April, 1947, the 368th was reactivated in Buffalo, New York. During the 40s and 50s it conducted Annual Training at Pine Camp, New York. The battalion was disbanded in 1959 during the general organization of division.

The *173rd FA Brigade* was organized in January, 1922 at Syracuse. On January 20, 1942 it was reorganized and redesignated Headquarters, 98th Division Artillery (DIVARTY). After WWII service, it was reactivated as the command and control headquarters for the division's four assigned and

one attached artillery battalions. In 1959, it was reorganized and redesignated as HHC, 98th Regiment at Tonawanda, N.Y.

The *369th FA* began its period of service as a regiment on Sept. 13, 1929. During its initial month it was assigned to the 77th Division and then was transferred to the 98th on October 26, 1929. The 369th was reorganized from a FA regiment to a medium FA battalion (155 mm) in 1942. After World War II service it was reactivated at Ithaca and remained there until reorganization in 1959.



367th FA



368th FA



369th FA



923rd FA



323 ENG BN



323rd MED BN



98th Recon TRP



98th SUPPORT BN

THE 98th DIVISION'S CASED COLORS



The division's two remaining artillery battalions were the *367th* and the *923rd*. With reorganization in 1959 both units were disbanded with the exception of one battery. The division's new Advanced Individual Training (AIT) Regiment the 392nd, was to instruct a wide range of Military Occupation Specialties. To assist in this mission Battery A of the 367th was redesignated Battery F (FA-AIT) of the 392nd Regiment.

The division's sixth artillery unit was an attached unit. The *400th Anti-Aircraft Artillery (AAA) Bn* had seen extensive WWII service in Europe and remained with the division until reorganization. Battery A of the 400th became Battery E (Air Defense Artillery - AIT) of the 392nd Regiment in 1959. The rest of the battalion was disbanded.

SPECIAL TROOPS

The division's artillery commands were not the only elements affected by reorganization. A variety of other combat, combat support and combat service support units were also disbanded or reorganized in 1959. These units would be called today collectively the division base. But during WWII and the immediate post war period they were called special troops.

The 98th's combat engineer unit was the *323rd Engineer Battalion*. It was initially organized in the early twenties as the 323rd Regimental Engineers. Its unit crest with the motto (Clear the Way) was approved on May 25, 1925. At the start of WWII the 323rd was redesignated a combat Engineer Battalion. Its mobility and countermobility capabilities required constant training in the use of pontoon bridging and flame-throwers.

After WWII the battalion was reactivated at Rochester. In 1959 two of its companies became the forebearers of the division's mission today - engineer training. Companies

A and B of the 323rd were redesignated Companies G and H (Engineer AIT) of the 392nd Regiment. The rest of the battalion was disbanded on April 6, 1959.

The division's organic medical command, the *323rd Medical Regiment*, also dates back to the early twenties. Its unit crest was authorized on October 12, 1925. In 1932 the medical regiment was redesignated a medical battalion with a Headquarters Company, an Ambulance Company and a Clearing Company. After WWII service the 323rd Medical Battalion was reactivated at Buffalo. The Ambulance Company was changed to Company L (Medical AIT) of the 392nd regiment in 1959. The rest of the unit was disbanded.

Three cavalry and armor units

served with the 98th Infantry Division. The *98th Cavalry Reconnaissance Troop* served as the eyes of the division during WWII. The unit re-entered the Reserve on March 12, 1947 at Horseheads, New York, as the 98th Mechanized Cavalry Reconnaissance Troop. The unit's name was simplified to the 98th Recon Company in 1950 and that it remained until disbanded on April 21, 1959. The *817th Tank Battalion* was attached to the division in the fifties. This unit had seen extensive European service in WWII. On April 6, 1959 Company A of the 817th was reformed as Co. D (Armor AIT) of the 392nd Regiment. The rest of the battalion was disbanded. Fragmentary records indicate that a *398th Heavy Tank Battalion* in Buffalo was also a part of the division immediately after the war.



323rd Combat Engineers prepare to launch a bridge boat.

Special care is taken by 98th Recon tank crew loading ammunition aboard.



THE 98th DIVISION'S CASED COLORS



The division's organic signal unit, the *98th Signal Company*, was first organized in the 1920s. After WWII service, it was reactivated in Buffalo. At the end of the 1940s it was composed of twelve officers and over three hundred enlisted personnel. The signal company was inactivated on April 21, 1959.

The *798th Ordnance Company* (light maintenance) was reactivated after World War II service as the 798th Ordnance Battalion in Syracuse. Company A of the 798th survived reorganization in 1959 as Company K (Ordnance AIT) of the

392nd Regiment.

The *98th Military Police Platoon* was reconstituted as a reserve unit in 1946 as the 98th MP Company in Elmira. The MP company was redesignated Co. M (MP AIT) of the 392nd Regiment in 1959.

The two remaining organic elements of the infantry division - the *98th Quartermaster Company* and *Headquarters, Special Troops* - have a functional continuity to the present. The 98th QM Company was replaced in 1959 by the 98th Transportation Company and the 98th Support Company. Headquarters, Special

Troops was reactivated in 1946 at Syracuse, New York. The unit was redesignated the 98th Replacement Company and transferred to Corning in 1949. However, this was not to be the last change. Replacement Company was renamed Receiving Company in 1959, and then merged with Transportation Company, Support Company and the Division Band into the Rochester based Support Company and Band on January 31, 1968. Support Company and Band was upgraded and retitled *98th Support Battalion* in 1970 and finally, *Headquarters Command* in 1979.



Division Military Police go over convoy routing plans.



Mechanics work on truck engine in motor pool.



Marksmanship competition highlighted joint training activities of former division unit and Canadian Militia. Above, high scorers congratulate each other.



A field artillery crew at work.

FORMER DIVISION COMMANDERS



Eleven distinguished general officers have commanded the 98th Division since its activation and

mobilization in 1942. The former Commanders are listed in chronological order as follows:

Maj. Gen. Paul L. Ransom
1942-1943

Maj. Gen. Mc K. Harper
1944-1945

Maj. Gen. George Griner
1943-1944

Brig. Gen. Kenneth Townsend
1946-1949

Brig. Gen. Hugh Barclay
1950-1953



Maj. Gen. John W. Morgan
1953-1957



Maj. Gen. James C. Mott
1957-1960



Maj. Gen. Cooper B. Rhodes
1960-1964



Maj. Gen. Laddie L. Stahl
1965-1976



Maj. Gen. Harry S. Parmelee
1976-1979



Brig. Gen. Norbert J. Rappl
Deputy Division Commander



Col. Dean L. Linscott
Assistant Division Commander



Col. John C. Rogers, Jr.
Senior Army Advisor



Col. Dominick F. Passalacqua
Chief of Staff



CSM Robert C. Roberts
Command Sergeant Major



Lt. Col. Richard W. Konz
Assistant Chief of Staff, G1



Lt. Col. Robert G. Stephens
Assistant Chief of Staff, G2



Lt. Col. Frank T. Panczysyn
Assistant Chief of Staff, G3



Lt. Col. Spencer I. Radnich, Jr.
Assistant Chief of Staff, G4



MAJOR UNIT COMMANDERS



Lt. Col. Theodore W. Stigler
Cdr. Headquarters Command



Col. Johnnie M. Wilson, Sr.
Cdr, Training Command



Col. George F. Seiferth, Jr.
Cdr, 1st Brigade
(Engr OSUT & GST)



Col. George F. Crowe
Cdr, 2nd Brigade (Engr OSUT)



Col. Lee P. Cornaire
Cdr, 3rd Brigade (Engr OSUT)



Col. Barclay O. Wellman
Cdr, 4th Brigade (CST)



Col. Anthony J. Maceri
Cdr, 359th Signal Group



Col. Billie T. Bowers
Cdr, 1209th US Army Garrison



Col. Anthony J. Smaczniak
Commandant, 1151st USAR School



Col. John A. Dean
Commandant, 1157th USAR School



Col. Mario J. Pirrello
Commandant, 1159th USAR School

UNITS AND LOCATIONS



Auburn USAR Center

174 South Street, Auburn, NY 13021

Co. E, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)

Batavia USAR Center

205 Oak Street, Batavia, NY 14020

2d Bn, 390th Regt, 2d Bde (Engr OSUT)
HHD, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. B, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. C, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. D, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. E, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)

Binghamton USAR Center

GSA Building, Hoyt Avenue, Binghamton, NY 13901

3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
HHC, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. A, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. B, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. C, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. D, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. E, 3d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. A, 464th Engineer Bn (C) (C)

Amherst USAR Center

100 North Forest Road, Buffalo, NY 14221

2d Brigade (Engr OSUT)
HHC, 2d Bde (Engr OSUT)
1st Bn, 390th Regt, 2d Bde (Engr OSUT)
HHC, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. A, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. B, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. C, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. D, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. E, 1st Bn, 390th Regt, 2d Bde (Engr OSUT)
1st Bn, 391st Regt, 2d Bde (Engr OSUT)
HHC, 1st Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. A, 1st Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. B, 1st Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. C, 1st Bn, 391st Regt, 2d Bde (Engr OSUT)
4th Brigade (CST)
HHC, 4th Bde (CST)
1st Bn, 98th Regt (Food Svc/Sup Bn), 4th Bde (CST)
HQ, 1st Bn, 98th Regt, 4th Bde (CST)
Food Svc Com, 1st Bn, 98th Regt, 4th Bde (CST)
Supply Com, 1st Bn, 98th Regt, 4th Bde (CST)
Co. A, 1st Bn, 98th Regt, 4th Bde (Engr OSUT)
Co. B, 1st Bn, 98th Regt, 4th Bde (Engr OSUT)
Co. C, 1st Bn, 98th Regt, 4th Bde (Engr OSUT)

Leman-Whyman USAR Center

Charlotte Street, Canandaigua, NY 14424

Co. D, 464th Engineer Bn (C) (C)

Canton USAR Center

45 West Main Street, Canton, NY 13617

Co. C, 479th Engineer Bn (C) (C)

CPL Frank W. Hayes USAR Center

51 Aisne Street, Corning, NY 14830

1st Bn, 392nd Regt, 3d Bde (Engr OSUT)
HHC, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. A, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. B, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. C, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)

East Palmyra USAR Center

South Creek Road, East Palmyra, NY 14444

2d Bn, 391st Regt, 2d Bde (Engr OSUT)
HHC, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. A, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. B, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. C, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)
Co. D, 2d Bn, 391st Regt, 2d Bde (Engr OSUT)

Elizabethtown USAR Center

Water & Cross Streets, Elizabethtown, NY 12932

309th Ordnance Co. (Ammo) (DS/GS)

Glens Falls USAR Center

2 Parker Street, Glens Falls, NY 12801

1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
HHC, 1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. A, 1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. B, 1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. C, 1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. D, 1st Bn, 389th Regt, 1st Bde (Engr OSUT & GST)

CPT Aiden D. Allen USAR Center

Upper Lake Road, Horseheads, NY 14845

2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
HHC, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. A, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. B, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. C, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. B, 464th Engr Bn (C) (C)
969th Maintenance Co. (Fwd Dir Spt)

SGT Reynold J. King USAR Center

101 Sunrise Road, Ithaca, NY 14850

3d Bde (Engr OSUT)
HHC, 3d Bde (Engr OSUT)
Co. A, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)
Co. B, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)
Co. C, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)

Jamestown USAR Center

301 Hazeltine Avenue, Jamestown, NY 14701

2d Bn, 98th Regt, 4th Bde (CST) (Mech) (Comm)
Co. A, 2d Bn, 98th Regt, 4th Bde (CST)
Co. C, 2d Bn, 98th Regt, 4th Bde (CST)

Little Falls USAR Center

18 Church Street, Little Falls, NY 13365

Co. B, 2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)

1LT James McConnell USAR Center

Electronics Parkway, Liverpool, NY 13088

359th Signal Group
403d Civil Affairs Co
425th Military Intelligence Detachment
454th Military Intelligence Detachment

PVT P.J. McGrath USAR Center

85 Robinson Road, Massena, NY 13662

Co. B, 479th Engineer Bn (C) (C)

William H. Seward USAR Center

East Molloy & Townline Roads, Mattydale, NY 13211

1209th US Army Garrison
Co. A, 2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
HHC, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. A, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. B, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. F, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. G, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
1019th Supply & Service Co. (DS)
Leadership Academy, Training Command

Shelby USAR Center

Maple Ridge Road, Medina, NY 14103

Co. A, 2d Bn, 390th Regt, 2d Bde (Engr OSUT)

Niagara Falls Armed Forces Reserve Center

9400 Porter Road, Niagara Falls, NY 14304

3d Bn, 390th Regt, 2d Bde (Engr OSUT)
HHD, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. A, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. B, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. C, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. D, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
Co. E, 3d Bn, 390th Regt, 2d Bde (Engr OSUT)
277th QM Co (Petrol Supply)

Norwich USAR Center

20 South Broad Street, Second Floor,
Norwich, NY 13815

3d Bn, 391st Regt, 3d Bde (Engr OSUT)
HHC, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)
Co. D, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)
Co. E, 3d Bn, 391st Regt, 3d Bde (Engr OSUT)

PFC Robert J. Manville USAR Center

Lafayette & Park Streets, Ogdensburg, NY 13669

Co. A, 479th Engineer Bn (C) (C)

Olean USAR Center

423 West Riverside Drive, Olean, NY 14760

3d Bn, 98th Regt, 4th Bde (CST)
Co. A, 3d Bn, 98th Regt, 4th Bde (CST)
Co. B, 3d Bn, 98th Regt, 4th Bde (CST)
Lt Veh Driving Tng Com

Fort Ontario USAR Center

Schuyler & East 9th Street, Oswego, NY 13126

Co. D, 479th Engineer Bn (C) (C)

Tec 3 Olaf A. Frederiksen USAR Center

Cornwell & Clinton Streets, Penn Yan, NY 14527

770th Engineer Co. (Const Spt)

PFC Harold P. Lynch USAR Center

76 Peru Street, Plattsburgh, NY 12901

962nd Ordnance Co (Ammo) (DS/GS)

James W. Wadsworth USAR Center

2035 N. Goodman Street, Rochester, NY 14609

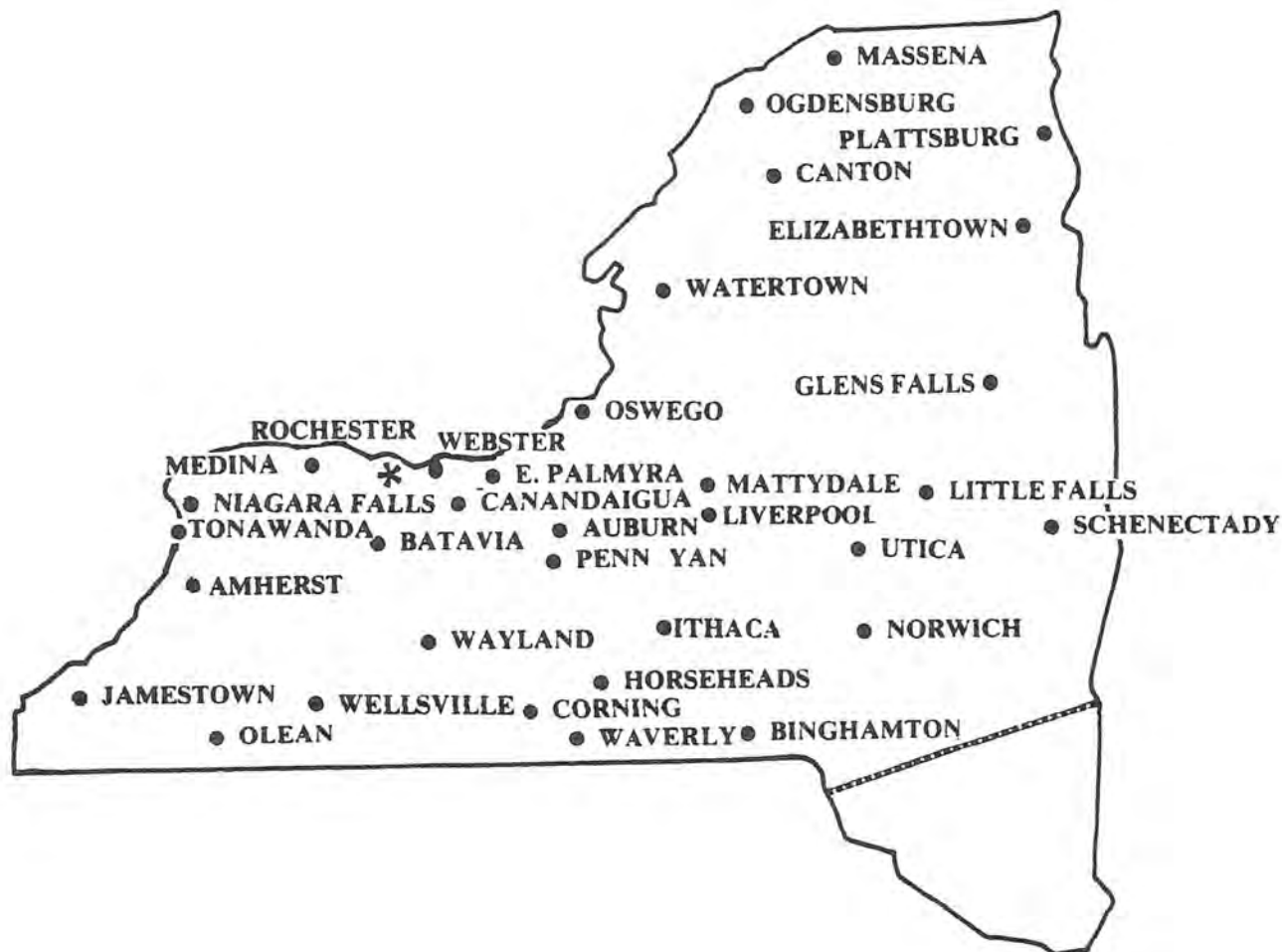
Training Command
HHC, Training Command
Special Training Company
HHC, 98th Division (Tng)
Headquarters Command
HHD, Headquarters Command
Supply, Equipment & Transportation Co
Quality Test Management Group
98th Division (Tng) Band

SGT Horace D. Bradt USAR Center

1201 Hillside Avenue, Schenectady, NY 12309

1st Bde (Engr OSUT & GST)
HHC, 1st Bde (Engr OSUT & GST)
Co. C, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. D, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. E, 3d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
1157th USAR School
464th Engr Bn (Cbt) (Corps)
HHC, 464th Engr Bn (C) (C)
Co. C, 464th Engr Bn (C) (C)
413th Supply & Service Bn
HHC, 413th Supply & Service Bn
1018th Supply & Service Co

UNITS AND LOCATIONS



PFC Charles N. DeGlopper USAR Center 2393 Colvin Boulevard, Tonawanda, NY 14150

300th Ordnance Bn (DS/GS)
409th Personnel Services Co (Type E)
402d Civil Affairs Co
1151st USAR School

Ellihu Root USAR Center Burrstone Road, Utica, NY 13502

2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
HHC, 2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. C, 2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
Co. D, 2d Bn, 389th Regt, 1st Bde (Engr OSUT & GST)
414th Civil Affairs Co

Leso-Leano USAR Center South Massey & Pine Streets, Watertown, NY 13601

479th Engineer Bn (Cbt) (Corps)
HHC, 479th Engineer Bn (C) (C)
332d Ordnance Bn (Ammo) (DS/GS)

Waverly USAR Center 444 Pennsylvania and Park Avenue, Waverly, NY 14892

Co. D, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. E, 2d Bn, 392nd Regt, 3d Bde (Engr OSUT)

SGT H. G. O'Connor USAR Center Route 15, RD #2, Box #1, Wayland, NY 14572

Co. D, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)
Co. E, 1st Bn, 392nd Regt, 3d Bde (Engr OSUT)

Webster USAR Center 515 Ridge Road, Webster, NY 14580

98th Signal Bn
401st Civil Affairs Co
692d Signal Co
1159th USAR School
1061st Logistical Command

Wellsville USAR Center RD #3, Route 417, Wellsville, NY 14895

Admin Committee, 3d Bn (Admin), 98th Regt,
4th Bde (CST)
Co. B, 3d Bn (Admin), 98th Regt, 4th Bde (CST)
Co. C, 3d Bn (Admin), 98th Regt, 4th Bde (CST)



Col. Tenney - Col. Kerbeck



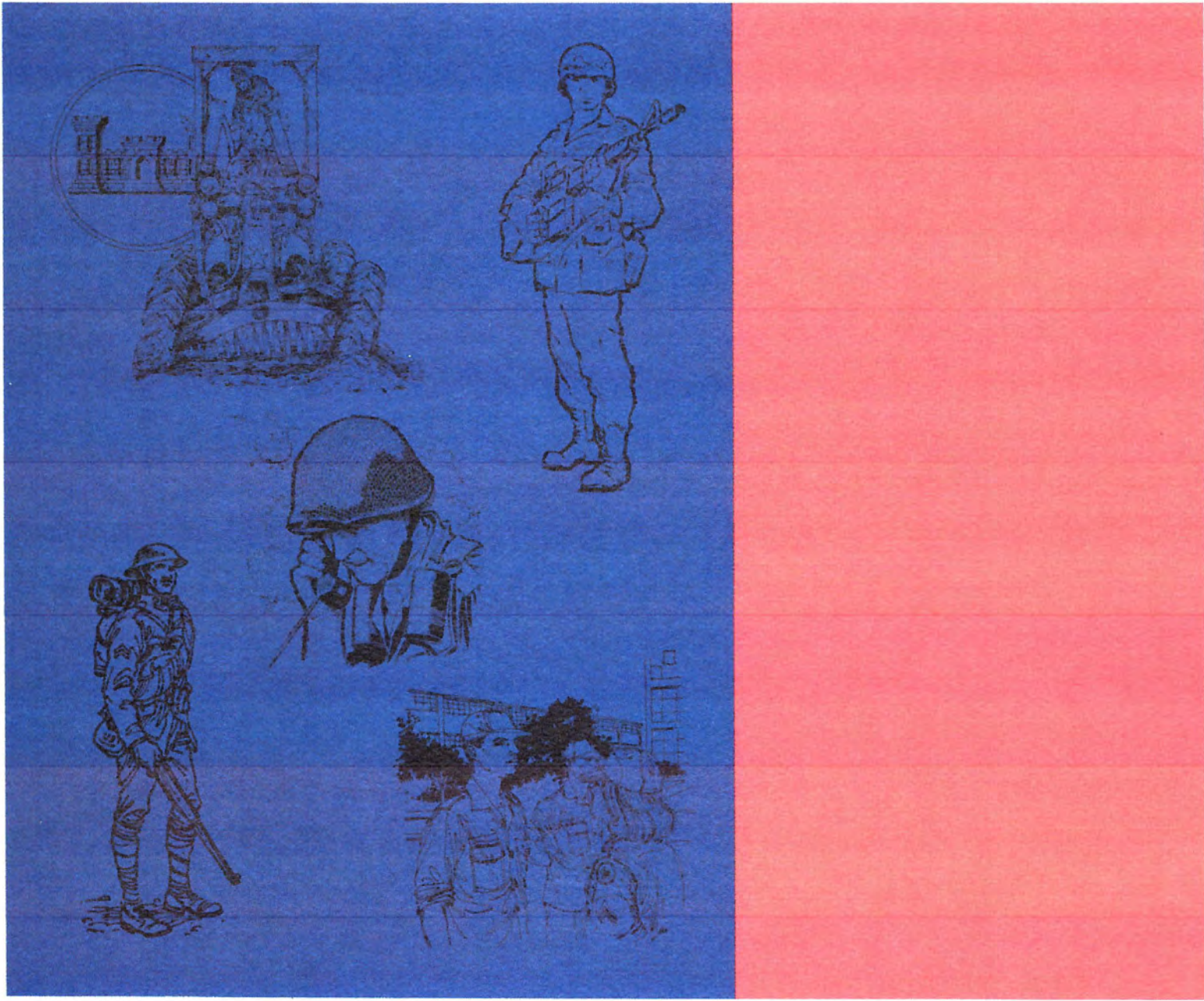


"Brain Storming" played an important role in the development of this publication. Pictured above are part of the group which met to discuss a developing segment. Left to right are Col. Phil Blocher, Maj. Gen. Harry S. Parmelee, Col. Keith "Scotty" Reece and Maj. Laurence Feasel, the author.

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Comments, questions and additional historical materials should be forwarded to the Division Historian, Headquarters, 98th Division (Tng), 2035 North Goodman Street, Rochester, New York 14609.



**A 60-YEAR REVIEW
AN APPRAISAL OF THE PRESENT
A LOOK INTO THE FUTURE**